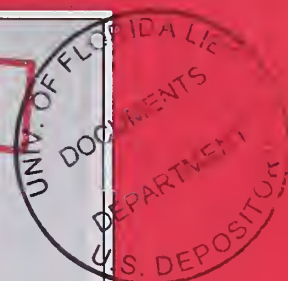


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July 1993

INSCOM JOURNAL



- Command Sgt. Maj. Raymond McKnight Retires
- 703rd MI Brigade Wins Travis Trophy



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Independence Day Maj. Donna L. Walthall

Cover Photo: Command Sgt. Maj. Raymond McKnight speaks at an "informal graduation" at the Defense Language Institute in Monterey, Calif., Feb. 1993.
(U.S. Army photo)

Intelligence Oversight — Model for DoD



Maj. Gen. Charles F. Scanlon

When former President Ronald Reagan signed Executive Order (EO) 12333, U.S. Intelligence Activities, on Dec. 4, 1981, his intent was to ensure the use of all reasonable and lawful means to provide the United States with the best intelligence available. Even though this EO is over 11 years old, it remains pertinent to U.S. intelligence operations and collection efforts.

A major goal of the EO is to ensure that U.S. intelligence efforts provide the president and the National Security Council with the necessary information on which to base decisions concerning the conduct and development of foreign defense and economic policy, and the protection of United States security interests from foreign threats.

For intelligence oversight purposes, this EO sets forth the rules which govern each U.S. intelligence components' activities. It spells out how intelligence missions can be legally conducted and ensures personnel undertaking intelligence activities accomplish them in such a way as to prevent misuse of intelligence resources and protect the constitutional rights of U.S. persons.

Army Regulation (AR) 381-10, *U.S. Army Intelligence Activities*, translates the concepts of the EO into Army policy. This regulation applies to INSCOM's intelligence mission where soldiers, as well as civilian employees, are involved. It covers all U.S. Army intelligence activities, including those directed against non-U.S. persons.

The INSCOM Intelligence Oversight Office ensures we remain the model for the Department of Defense in all intelligence operations. Our Intelligence Oversight process integrates the legal, supervisory and operational activities of the command. This process informs Congress, the Department of Defense, and the Department of the Army that INSCOM conducts proper supervision of its intelligence activities worldwide.

The Intelligence Oversight Officer can help you adhere to your responsibilities in carrying out the intelligence

mission. This is done through a program of education, assistance and compliance. Working closely with the Command Intelligence Oversight Officer, our Staff Judge Advocate ensures that only lawful means are employed in the accomplishment of our intelligence missions. The involvement of both legal and intelligence oversight personnel is essential to the successful accomplishment of our mission. Early review by these representatives ensures that all of our intelligence activities are conducted within the framework of the law and the myriad of directives, regulations and policies that prescribe the conduct of such activities.

To some it appears that AR 381-10 creates roadblocks to mission accomplishment. However, we should view this AR as a "how to" guide which helps us meet the complex legal challenges of the intelligence mission. Rest assured that all within INSCOM must operate under this AR.

Today intelligence activities have more latitude and potential for effectiveness than they did in the past. Despite changes in the foreign intelligence threat, the rules for collection, retention and dissemination of information on U.S. and non-U.S. persons remain the same.

The INSCOM Intelligence Oversight Officer, his counterparts, and legal personnel are always available to assist you in following required procedures and obtaining quick approval of operational concepts.

Our mission must be the pursuit of excellence in the protection of the constitutional rights of U.S. persons as we plan and execute our intelligence activities. No intelligence operation, no matter how carefully crafted, will succeed unless we adhere to the prerequisites of EO 12333 and AR 381-10. *Mission First, People Always!* ✱

Opportunities for Women in Military Intelligence

By INSCOM PAO Staff

The history of the United States has many examples of women serving their country, in both peace and war. Frequently, these examples concern women performing service in an intelligence capacity.

During the American Civil War, Sarah Emma Edmunds served as a "secret agent" for the Union Army. Disguised as a man, Edmunds enlisted as a private in the Union Army. While maintaining her deception, she volunteered as a spy for Gen. George B. McClellan. She completed at least 11 clandestine missions behind enemy lines. Her daring actions brought otherwise unobtainable information from within the heart of the Confederacy.

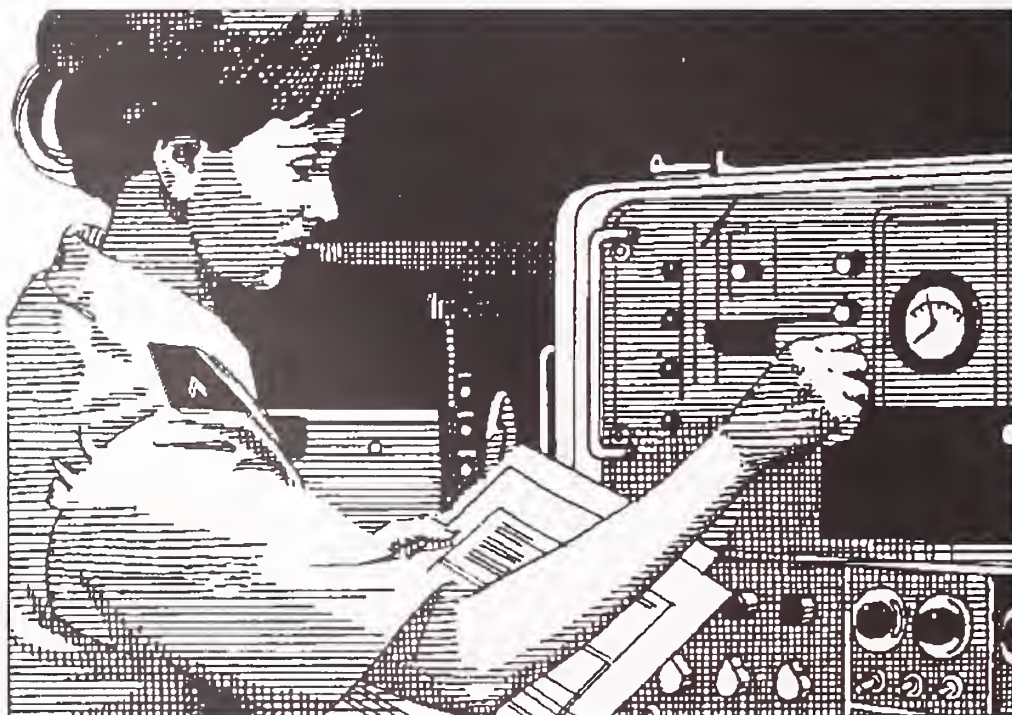
During the second World War, numerous female soldiers and civilian

women helped to break enemy codes, and protect American and Allied communications from enemy exploitation. At Arlington Hall Station, the U.S. Army's headquarters for worldwide cryptologic activity, approximately half of the civilian employees were women. There was also a Women's Army Corps (WAC) unit comprised of 1,000 officers and enlisted women at Arlington Hall. Further, there were WACs assigned to several monitoring stations such as Vint Hill Farms Station, near Warrenton, Va., and Two Rock Ranch at Petaluma, Calif.

Women's roles were not confined to the home front, however. Some women performed behind the lines. Virginia Hall, an avid skier and sports-woman, had lost a leg in a hunting

accident. This didn't stop her from serving with the Special Operations Executive and Office of Strategic Services (OSS). She had lived in France before the second World War broke out, and was, therefore, recruited by the OSS to organize intelligence, sabotage and resistance units behind enemy lines in occupied France. Parachuting into France with her prosthetic leg under her arm she was nicknamed the "Limping Lady." Her actions played a significant role in preparing for the Allied victory in France. In a rare distinction for a civilian, Hall was awarded the Distinguished Service Cross at the end of the war, and continued her intelligence service with the CIA until her retirement in 1972.

As the war went on, the frequency of women in the service increased, particularly in the intelligence field. Although there was a great deal of resistance to WACs serving in Army Service Forces (ASF) in the Military District of Washington, the Military Intelligence (MI) Service requested WACs to operate its message center there. Due to personnel shortages, and the persistence of the MI Service, by the end of 1943 approximately 100 WACs served in this capacity, and the ban on WACs in the ASF was removed. This concession



marked the beginning of women's roles becoming institutionalized in the Army, especially in MI.

Opportunities for women in MI today

In the past, women serving in the Army were the exception, rather than the rule. One area which gave women their first large-scale entry into military service was the field of intelligence. In the past, female representation in MI was not exactly commonplace, but that is no longer true. Military Intelligence, as a branch, presents some of the broadest opportunities in the Army for female soldiers.

Though not every MI position in the Army is open to women, the majority are. Seventy-nine percent of MI enlisted slots are open to women, though only 17 percent are filled by women. Of warrant officer slots, 95 percent are open to women (nine percent are occupied by females) and 81 percent of the officer slots are open to women, of which 17 percent are filled by women. The types of duty positions open to MI women span almost the entire branch in their diversity. Female soldiers have excellent opportunities to acquire valuable skills and plan for career development.

One such area is Career Management Field (CMF) 33, Electronic Warfare/Intercept (EWI) Systems Maintenance. Involved with maintaining, testing and servicing EWI systems for Army units worldwide, CMF 33 is almost completely open to female soldiers. The few exceptions to this are slots assigned to special mission units. Master Sgt. Lois R. Sasmoe, the senior career advisor for CMF 33, states that although the field is generally open to women, a disproportionately small number (approximately 84 out of 1325 slots) are in the field. "We don't seem to be attracting very many female soldiers," said Sasmoe, "though it's a good entry level CMF to prepare someone for later training in other technical areas, such as computer repair ... it gives one good, marketable skills." Though not actively looking for women per se, Sasmoe does

want to stress that the field is generally open to female soldiers.

Another field with opportunities for women is CMF 98, Signals Intelligence/Electronic Warfare (SIGINT/EW) Operations. CMF 98 requires soldiers to use very technical electronic equipment and complex analytical techniques to accomplish the mission. Some of the major duties include collecting and analyzing enemy electromagnetic emissions (including voice, Morse code, and other non-communication emissions), and electronic warfare operations such as jamming enemy signals. Master Sgt. Stephen Dickhens, senior career advisor for CMF 98, stated that, "with very few exceptions, most slots in this field are open to females."

One other CMF providing broad career opportunities to women is CMF 96, Military Intelligence. CMF 96 involves collecting, analyzing, producing and protecting intelligence information. CMF 96 has two major areas, Tactical Intelligence and Surveillance, and Counterintelligence/Human Intelligence (CI/HUMINT). Of the four "traditional" tactical disciplines within CMF 96, "Only one, 96R (Ground Surveillance Radar) is closed to women," stated Sgt. 1st Class Roger S. Osgood, Senior Career Advisor for CMF 96. The CI/HUMINT disciplines are almost completely open to women, except for slots with some special mission units as mentioned above.

These are only a few examples of the many career opportunities currently open to female soldiers within MI. However, current drawdown initiatives may affect the number of slots available for entrance & reclassification. Interested soldiers should not contact the branch representatives directly, but should use their chain of command — and also inquire at the reclassification section of their servicing military personnel office.

What does the future hold?

In April of this year, Secretary of Defense Les Aspin held a press conference to address the expanding role of women in the military. After consult-

ing with his service chiefs, Secretary Aspin announced that the Department of Defense would soon implement measures addressing and supporting this expanding role. Though the immediate issue at hand in April addressed women in combat aviation positions, the ultimate effect of this decision will be felt Army-wide. New opportunities across the board will begin to open for female soldiers. Each branch will have to "re-look" those positions that are currently closed to women, and MI will be no different.

According to Charlotte I. Borghardt, intelligence specialist at the Office of the Chief, Military Intelligence (OCMI) at Fort Huachuca, Ariz., there are a relatively limited number of MI units currently closed to women. They include the MI companies of armored cavalry regiments or special forces groups, the collection and jamming company of an airborne division, all S2 positions in maneuver battalions and brigades, and the intelligence and electronic warfare (IEW) support element of MI battalions at division level. However, like the rest of the Army, MI will be examining the possibility of opening some of these positions to women in the not-too-distant future. Borghardt stated, "OCMI is considering submitting some positions for opening to female soldiers, for example some S2 positions within maneuver brigades, and the IEW support elements of the divisional MI battalions. She went on to say, "Possibly other currently closed positions will open, dependent upon Department of the Army review."

Women have played an increasingly important role in military intelligence for over a century. Current Department of Army policies and changing attitudes within American society seem to indicate an ever-expanding place for women in MI into the next century, and beyond. ✽

703rd MI Brigade Wins Travis Trophy

By Staff Sgt. Paul J. Ebner

In a ceremony at Fort George G. Meade, Md., on May 5, the 703rd Military Intelligence Brigade was presented the 1992 Travis Trophy.

This award recognizes outstanding intelligence efforts by an Army, Air Force or Navy strategic unit, according to Col. Larry L. Miller, commander of the 703rd MI Brigade, part of Field Station Kunia (FSK), Hawaii. Only one unit in the entire military intelligence community wins this very prestigious award each year.

"This is a tremendous moment for the brigade," said Miller. "All of the soldiers and civilians of the 703rd can take great pride in this recognition for their outstanding efforts throughout 1992."

Many greetings and congratulatory letters have been received from officials, including Maj. Gen. Charles F. Scanlon, commander of the U.S. Army Intelligence and Security Command.

"In a year of unprecedented challenge and change, the soldiers and civilians of the 703rd MI Brigade have dramatically demonstrated their partnership and preeminent contributions to the intelligence community," wrote Scanlon to the 703rd MI Brigade.

He added, "Their accomplishments once again reflect the quality, dedication and commitment the intelligence community has come to expect from all of our INSCOM intelligence professionals.

"The Travis Trophy award is one more indicator that the members of the

703rd MI Brigade are willing and able to lead the Army's intelligence efforts into the 21st century. Congratulations on your selection as the finest intelligence support unit for 1992."

Winning the award was a team effort, according to Miller. "To all the soldiers and civilians, be proud of your outstanding efforts throughout 1992 in support of our national leaders and the military commanders in the Pacific Theater. Your dedicated work ethic to mission and mission support brought this great honor to Kunia. Wherever you worked in the Brigade, you made a significant contribution to winning the award," said Miller.

The nomination packet for the award confirms that it was a team effort, as shown in the following accomplishments of the unit.

□ As a test bed for new missions, equipment and doctrine, the 703rd MI Brigade became the vanguard of the most revolutionary developments since the creation of field stations.

□ Throughout the year, the 703rd MI Brigade accomplished many firsts, and in the words of the Pacific Command J2, Kunia's "far reaching planning will enable the fullest possible development of new and emerging missions in the post Cold War era."

□ The adoption of the Total Quality Management philosophy led to major investments for improvements in the

brigade's infrastructure, automation and management.

□ TQM was also used by the unit's civilian population, who has formed a Quality Steering Team and an Awards Committee.

□ The 703rd took the lead in establishing the Army Pacific Technical Control and Analysis Element, when U.S. Army Pacific requested a theater support system.

□ In conjunction with the planning and establishment of a language center, the station set the standard for language. In April 1992 FSK fielded a joint team to the Defense Language Institute Language Olympics. The team won three gold and two silver medals in Chinese Mandarin and a 1st place Chinese Mandarin plaque. FSK's Russian team also earned two silver medals.

□ The brigade also successfully trained volunteers as entry-level Vietnamese linguists to aid in reducing the Army-wide shortage of Vietnamese linguists.

□ FSK's Information Management Office saved the government more than \$425,000 through the aggressive procurement of excess equipment. This doesn't include time saved from normal procurement process requirements.

□ The installation of the Uninterrupted Power System enabled the sta-

tion to maintain a 100 percent operational status during unexpected power losses.

□ The establishment of the on-site Kunia Child Care Center and the new Brigade Dining Facility at FSK improved the quality of life and diminished lost mission productivity by reducing the time the operators, analysts and support personnel are required to spend off-site.

□ The Electronic Maintenance Division was nominated by the Department of the Army for the Secretary of Defense Maintenance Award and achieved the highest score of 98.2 percent within INSCOM. This score

earned EMD an INSCOM plaque for Maintenance Excellence.

□ The brigade S2 maintained a 95 percent first time success rate for submissions of Personal Security Questionnaires. This ensures newly arriving and on-site personnel quickly acquire and retain their required security clearances.

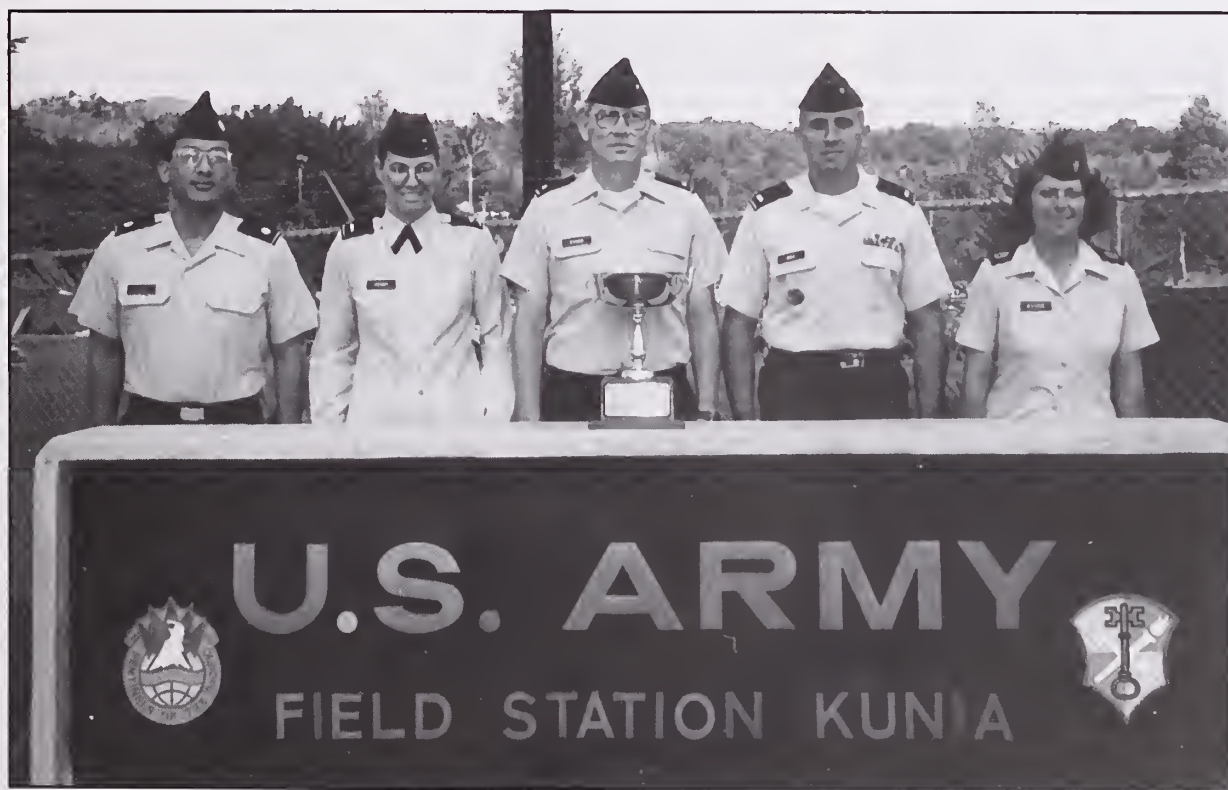
□ The Brigade Color Guard supported a variety of events, not only in Hawaii, but other areas as well. They traveled outside the United States to participate in World War II commemorations. A major function that the color guard supports is the repatriation of the remains of service members returning to

the U.S. by Joint Task Force Full Accounting.

"Since the beginning of 1993, our role has changed in the 703rd MI Brigade," said Miller. "Now we are joint with the Air Force and the Navy.

"In the future, as part of this team, we will no longer be eligible to compete as a brigade because we are now part of the bigger, joint organization. I do expect, however, that we will continue this outstanding level of performance and win awards in future competitions." ✱

Staff Sgt. Ebner is with the 703rd MI Brigade in Hawaii.



The Travis Trophy Team (from left to right) Lt. Col. Jer D. Get, 1st Lt. Katherine A. Perry, Chief Warrant Officer Michael B. Evans, Warrant Officer Scott N. Gray and Sgt. 1st Class Diane T. Evans gather around the Travis Trophy. (U.S. Army photo)

MI Soldiers Support Historic European Treaty

By Chief Warrant Officer Paul P. Kaminsky

In the past months, 66th Military Intelligence (MI) Brigade soldiers have played a support role in the Conventional Forces in Europe (CFE) Treaty.

These soldiers, counterintelligence technicians assigned to Detachment 4, Company A, 18th MI Battalion, were assigned to escort foreign inspectors during their visits to American installations in Europe.

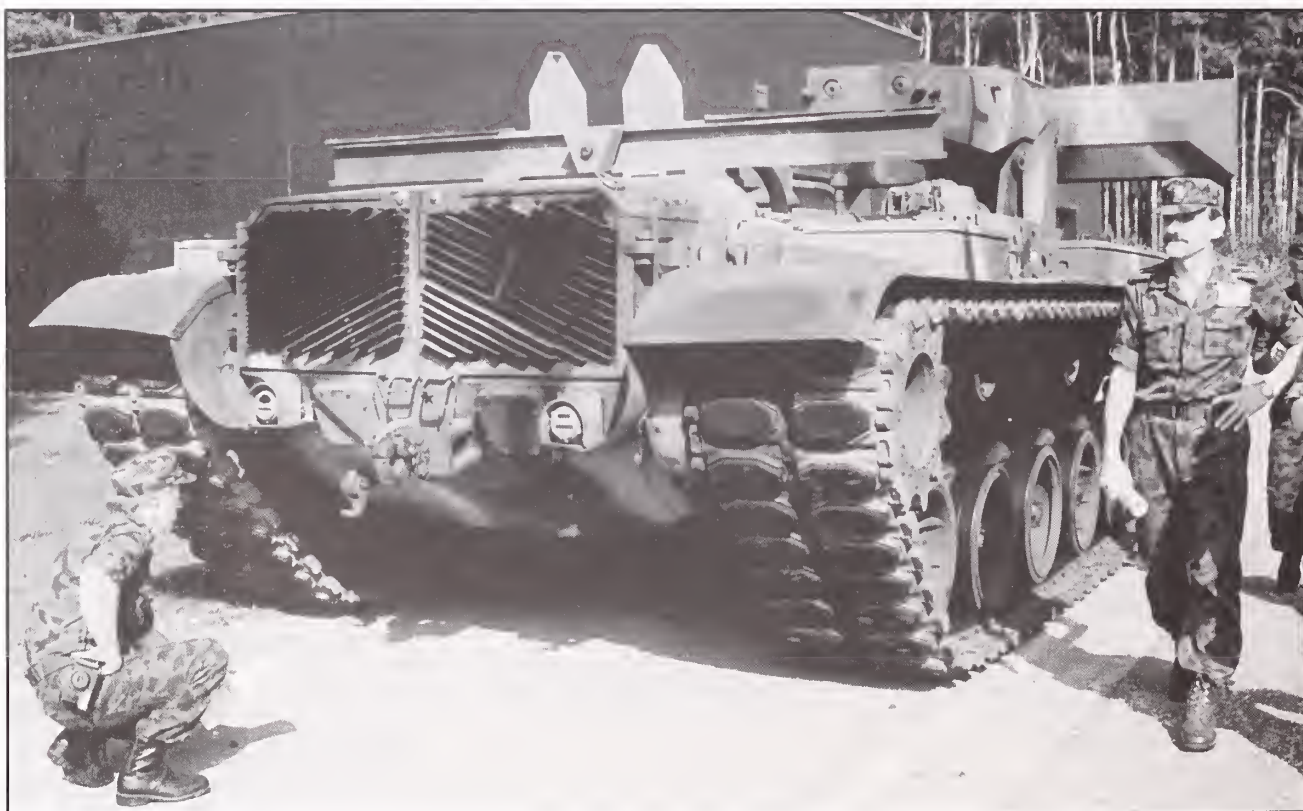
The CFE Treaty, a pact signed by 29 nations in November 1990, is designed to limit conventional forces in Europe. The result is a balance of

power among European nations, with the hope that this will prevent any future military conflict. Thus, the CFE Treaty plays an integral role in maintaining overall security in Europe.

As part of the treaty, inspectors from various countries inspect each other's equipment. In actuality, 29 inspection teams (one from each of the signing countries) are allowed to inspect the equipment, at which time the inspectors count what is known as "Treaty Limited Equipment"—TLE. Included in the TLE are tanks, artillery, aircraft and other combat equip-

ment. The count ensures that no country exceeds the agreed upon limit.

Under the CFE Treaty, limited equipment is often broadly classified since the authors of the agreement had to use definitions. For example, a battle tank is defined as "a self-propelled armored fighting vehicle, capable of heavy firepower, primarily of a high muzzle velocity, direct fire main gun necessary to engage armored and other targets, with high cross-country mobility, a high level of self-protection, and which is not designed and equipped primarily to transport combat troops.



A Bulgarian inspection team takes a close look at U.S. bridging equipment, which is treaty limited equipment (TLE).

(Photo by U.S. Army)

"Such armored vehicles serve as the principal weapon system of ground-force tank and other formations. Battle tanks are tracked, armored fighting vehicles which weigh at least 16.5 metric tons unladen weight and which are armed with a 360-degree traverse gun of at least 75mm caliber. In addition, any wheeled armored fighting vehicle entering into service which meets all other criteria stated above shall also be deemed a tank."

The On-site Inspection Agency (OSIA) is the Department of Defense agency responsible for the United States' participation in the CFE Treaty. OSIA provides the U.S. inspectors who travel to countries included in the treaty. OSIA also deploys escorts for the foreign inspection teams who visit U.S. sites in Europe. The inspectors and escorts both have a sensitive mission that requires tremendous diplomatic, administrative, language and

logistical skills. All OSIA inspectors and escorts are well-trained on the CFE Treaty and its political sensitivity, and foreign military equipment.

When performing an inspection, both U.S. and foreign teams are immediately met by host nation officials and escorts. The team travels to a site and counts the TLE. The site commander must know where all his TLE is located. All sites have a numerical inventory of TLE, such as 50 M1 tanks, 20 M2 Bradley Infantry Fighting Vehicles, 20 F-16 aircraft, etc. The inspection teams verify the correct TLE count for each site.

What makes the inspector's job difficult is that TLE is not always at the site. In some cases, the equipment may be in crates, be disassembled or be stored at another TLE site.

Inspections are broken down into several phases. First, the site person-

nel brief the inspection team. The inspectors ask questions and devise their inspection plan. An inspection of one site may take as long as 48 hours.

After the actual counting is completed, the inspectors and escorts finalize a report. The hosts and escorts then hold a small ceremony to formalize the completion of the inspection.

The CFE Treaty is a historic landmark. Despite minor problems, former opponents are communicating and making genuine efforts to normalize relations. By helping to ensure the treaty's success, the 66th MI Brigade soldiers are helping to make the world a safer place. ✱

Chief Warrant Officer Kaminsky is a counterintelligence technician assigned to Detachment 4, Company A, 18th Military Intelligence Battalion in Heidelberg, Germany.

Happy Birthday, U.S.A.!

July 4, 1993



Schneider Celebrates 50 Years of Service

By Capt. Michael Yowell

Joseph G. Schneider started the day like any other. He awoke, had breakfast, and then began the commute from his home in Munich to his job in Augsburg.

But Feb. 3 was not like any other day. In a ceremony in the Gablingen Conference Room, Maj. Gen. John P. Stewart Jr., U.S. Army Europe (USAREUR) Deputy Chief of Staff for Intelligence, presented Schneider with a lapel pin and certificate in recognition of 50 years of service to the United States government.

Schneider was born in Brooklyn, N.Y., in 1921. Although just eight years old when the Great Depression started, Joseph Schneider had plans for himself. He graduated from Queens College in January 1942 with a degree in Political Science and German. When the United States entered World War II, he joined the Army Air Corps—his career as a navigation cadet was short-lived because of chronic airsickness.

Being fluent in German, he was sent to the Princeton University German Area and Language Studies. The following six months were spent at Camp Ritchie, Md., where he learned the techniques of interrogating prisoners of war.

Arriving in the European Theater of Operations, Schneider saw action with various divisions and regiments of the 7th U.S. Army. After crossing the Rhine and entering Germany, his team became part of the 215th Counter Intelligence Corps (CIC) detachment.

"Our detachment became part of a team sent into Nuremberg, which was stubbornly defended by German

forces, to secure sensitive intelligence targets," Schneider said. "We accomplished our task under the most hazardous conditions in the rubble that once had been the city of Nuremberg."

Once things were secure, he was selected to go to the Dachau concentration camp, along with Allied representatives, to look for and repatriate Allied prisoners in the camp. "We arrived at Dachau the afternoon it was liberated," said Schneider, "and no one was sure what would be awaiting us. The first thing was the smell of death that hung over the camp and the dead, who were everywhere. The most horrible sight was the long-term inmates wandering around the camp, who could only be described as walking corpses."

From Dachau, his unit pushed toward Salzburg, Austria. While there, the war in Europe ended with the German surrender. Schneider said, "We were all very happy, to say the least. However, turmoil prevailed. It was quite a shock to see armed German military policemen directing Wehrmacht troops to Salzburg, where they were interned as prisoners of war."

Schneider became a member of the 970th CIC Group, where he remained until 1947, when he left the Army to work at the International Military Tribunals in Nuremberg. By that time, the trials for major war crimes were completed, and the subsequent procedures were underway. The procedures brought to trial the managers of industrial complexes that had employed slave labor, SS officers who led the *Einsatzkommandos*

(annihilation teams) and generals who were suspected of committing war crimes. Schneider worked with the prosecuting attorneys as a pre-trial investigator who helped these lawyers build their cases against the suspected war criminals.

After the trials, Schneider returned to work in Army intelligence as a civilian. What started out as a short-term job turned into a 20-year stay with the Army's Operations and Research Detachment.

Later, when the detachment was deactivated, he worked as a political analyst in the intelligence directorate of Headquarters, U.S. Air Forces in Wiesbaden, Germany. "But the Air Force reorganized," Schneider said, "and I found myself job-hunting again. I then began a career in financial management with the Defense Logistics Agency in Wiesbaden."

In 1984, he accepted a job in Munich with the USAREUR Special Liaison Office. His office moved to Augsburg in July 1992 when the Munich Military Community closed. Since October 1992, he has served with the 5th Military Intelligence (MI) Company, 18th MI Battalion.

In looking back on a highly successful career, Schneider often spoke of Eugenie, his wife of more than 36 years. "We met after the end of the war in Upper Franconia, where she was working as an interpreter for the U.S. military government," he said. As a free-lance employee of the Bavarian

See SCHNEIDER, page 13

Smith Wins Third Place in Junior Chef of the Year Competition

By Spc. Jennifer Gaudlip

It's rumored that the ability to cook is like riding a bicycle, "...it stays with you," or so says Spc. Wayne Smith of the 201st Military Intelligence (MI) Battalion, 513th MI Brigade, Vint Hill Farms, Va. A good indication of the truth in that statement is the fact that he was able to outshine his peers and take third place in the Junior Chef of the Year Competition at the worldwide, 18th Annual All-Army Culinary Arts Show, held Feb. 27 through Mar. 11 at Fort Lee, Va.

Spc. Smith competed in the Live Cookery Event, which lasted a grueling six-and-one-half hours. It was the finale of the competition, which included events for centerpieces, garnishes, and other culinary displays. In this event, Spc. Smith had to prepare an entire meal, from start to finish, while being judged by members of the U.S. Olympic Culinary Arts Team, all of whom were Certified Master Chefs. As this was his first time competing,

Smith said, "It's fun to be stressed. You have a goal to show your stuff. Observing the process from the beginning to the finished product is very rewarding."

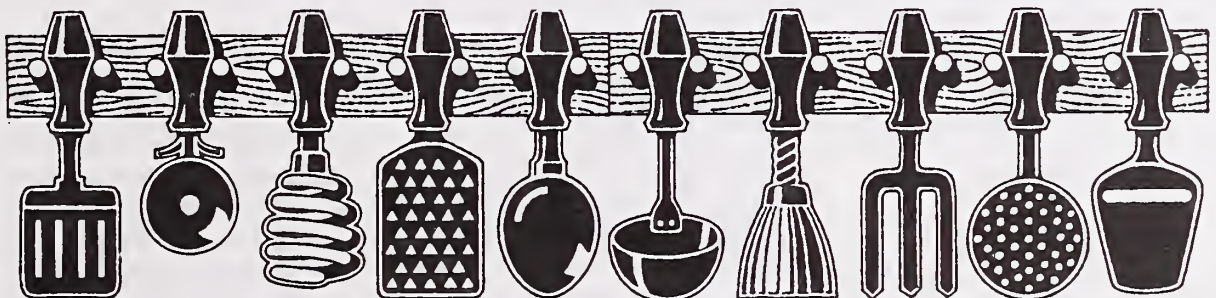
However, Smith also discovered that it can be disappointing, too. First place was won by less than one point, and only one point separated first place from third. With all the pressure created by the competition's stressful environment, some of the contestants had trouble adapting and made mistakes. Many of the mistakes were minor and were attributed to the fact that this was the first year of the Junior Competition. In creating his Chicken Cacciatore, Smith forgot that the accompanying tomato sauce could eat through tin foil when baked. Luckily, this didn't happen, but the sharp-eyed judges, with a knack for noticing every detail, penalized Smith for this. In addition to the chicken, he also made Broccoli Polonaise, Noodles Jefferson, and

homemade apple pie with vanilla sauce. His apple pie was voted Best Pie Overall.

Cooking is nothing new for Smith. Before his training in the Army, he cooked for both the Radisson and Sheraton Hotels. His love for cooking doesn't stop there. He plans to attend the Culinary Institute of America in New York after completing his military service. His ambition is to become a master chef, which is achieved through a five-day test held only once a year, and then to pursue his career on an exotic island.

Army cooks who enjoy challenging, yet rewarding hard work, should consider this competition. But, they should start preparing for next year now — the competition is sure to be fierce! ✻

Spc. Gaudlip works in the office of the Command Group at the 201st MI Battalion, 513th MI Brigade, Vint Hill Farms, Va.



Army Emergency Relief — 'Helping the Army Take Care of its Own'

Compiled by the INSCOM PAO Staff

Army Emergency Relief (AER) was incorporated as a private, nonprofit organization on Feb. 5, 1942, under the laws of the District of Columbia for the purpose of collecting and holding funds to relieve distress of members of the Army and their dependents. On July 2, 1976, AER assumed the Army Relief Society (ARS) mission to provide financial assistance to widow(er)s and orphans of deceased Regular Army personnel. The national headquarters of AER is located with Department of the Army Headquarters to facilitate accomplishment of AER's primary purpose. Although AER is a private, nonprofit organization, its mission is solely to provide financial assistance to Army people and their families in time of emergency need:

□ AER is the Army's own emergency financial assistance organization and is dedicated to "Helping the Army Take Care of its Own."

□ AER is a valuable asset that helps commanders accomplish their basic responsibility to provide for the morale and welfare of Army people.

□ AER funds are made available to commanders through their local AER sections to provide emergency financial assistance to Army people — active and

retired
— and their
dependents, when
there is a valid need.

□ AER funds made available to commanders are not limited and are constrained only by the requirement of valid need.

For the above reasons, the AER assistance program is conducted pri-

marily within the Army structure by installation or organization commanders and their respective major commanders through their AER sections. AER's reciprocal agreements with the Air Force Aid Society, Coast Guard Mutual Assistance, Navy-Marine



Corps Relief Society and the American Red Cross, and the ability to transmit funds through the Department of State to soldiers in remote areas, allow Army people and their dependents to receive emergency financial assistance when an AER section is not conveniently available.

Contributions

AER receives no funds from the federal government, but is supported by voluntary contributions from soldiers (active and retired) solicited during the Army's annual AER Fund Campaign. Contributions are also accepted at any time from Army or civilian individuals or organizations. Contributions can be made in the form of memorials honoring deceased soldiers or family members, as bequests from individuals or estates, or as special donations. (Contributions to AER are deductible under section 170(b)(1)(a) of the IRS Code. AER is tax exempt under section 501(c)(3) of the Code.) Contributions can be sent to *Army Emergency Relief, 200 Stovall Street, Alexandria, Va. 22332-0600*.

Assistance Programs

AER emergency financial assistance is provided as an interest-free loan, a grant, or a combination of a loan and a grant, whichever is most appropriate based upon the applicant's personal situation. A loan may be declared uncollectible if, at any time, it is determined that repayment is causing undue hardship. AER provides two types of emergency assistance:

- Emergency assistance to Army people and their dependents who are faced with a valid emergency financial need involving basic essentials for everyday living.

- Assistance to widow(er)s and orphans of deceased Army personnel. This assistance may be given based upon an emergency need, a sustaining need or for special one-time needs.

AER's education assistance program provides financial assistance to spouses and unmarried dependent chil-

dren of Army people — active, retired and deceased — to pursue undergraduate study. The program includes scholarships and/or loans for dependent children and loans for spouses. Education is secondary to the mission of financial assistance involving emergency need. The funds available for education assistance are limited.

Eligibility

The following personnel are eligible to receive AER financial assistance:

- Army members on extended active duty, and their dependents.

- Members of the Reserve Components of the Army (Army National Guard and U.S. Army Reserve) on continuous active duty for more than 30 days, and their dependents.

- Army members retired after completion of 20 or more years of active duty, retired by reason of physical disability, or retired upon reaching age 60 (Reserve Components), and their dependents.

- Widow(er)s and orphans of those eligible Army members who died while on active duty or after retirement as cited above.

AER's basic goal remains the same: assisting Army people with valid emergency needs with understanding and care, and in a responsive manner. The year 1992 was the second highest year in AER history in both numbers of people helped and dollars of aid — 64,788 people were helped at a total cost of \$34,706,367. The emergency financial needs of soldiers remained relatively high, due to downsizing of the Army; (many) soldiers changing duty stations; and international turmoil and uncertainty, particularly in Africa and the Balkan region. The movement of soldiers from Europe, the realignment of units in the Continental United States, Hurricanes Andrew and Iniki, and Typhoons Omar and Bryan — of which many soldiers and their families became victims — contributed to the need for AER assis-

tance. Furthermore, assistance required by retirees and their families rose to a record level, surpassing 1991 by three percent and 11 percent in numbers helped and dollars provided, respectively. Retirees and their families needed funds for rent, food, and utilities — these three categories accounted for more than half of the dollars AER spent in 1992. For widow(er)s and orphans, other than those who receive a supplement to their monthly income, the primary assistance needs were again for rent, food and utilities.

However, although the need for AER support was up, 1992 campaign contributions declined for the fifth consecutive year. This decline was in direct proportion to the decline in the size of the Army. With anticipated base closings and manpower draw-downs, requests for AER financial assistance are expected to increase as financial emergencies associated with this transition period confront soldiers and their families. Concurrently, due to a difficult economy, soldiers will probably contribute less, continuing the decline in AER campaign contributions. These decreasing contributions, coupled with the increased need for financial assistance, make it necessary for AER to exercise particular prudence in the use of its funds and not initiate or accept new missions that are not directly related to its charter. However, regardless of the challenges to come, with the help of Army personnel, both active and retired, AER will continue to concentrate on its core business of providing emergency financial assistance — *helping the Army take care of its own.* ✻

Material for this article was excerpted and compiled from the 1992 Annual Report of the ARMY EMERGENCY RELIEF, Alexandria, Va.

Innovative Leadership Course Prepares Soldiers for PLDC

By Sgt. 1st Class Kiki Bryant

On March 11, twelve members of the 751st Military Intelligence Battalion marched across the stage to receive their Certificates of Graduation from the Primary Leadership Development Course (PLDC) at the 501st Military Intelligence Brigade. Two of the soldiers walked away with top honors: Spc. James McCollough won the Leadership Award, and Spc. Robert Schmertz captured the Honor Graduate Award. As for the other 10, several of them completed the course in the top 20 percent academically.

Their success can be attributed to several factors, including self-motivation, dedication and endurance.

However, it may also be attributed to their success in the first Junior Leadership Course at the 751st MI Battalion, which they attended only days before entering the NCO Academy. The week-long course was conducted Feb. 1-5 at Camp Humphreys, Korea.

Staff Sgt. Julianne Appel, an intelligence analyst, designed the leadership course, which she said had two main goals. The first was to prepare military intelligence soldiers for PLDC and the second — and “most important,” — was to prepare them to be NCOs.

The idea for the course came about shortly after the battalion’s senior enlisted soldier, Command Sgt. Maj. David Shipple, requested volunteers to serve as points of contact (or mentors) for soldiers headed for PLDC. Appel said she volunteered. Working with the sergeant major, she said the idea for a leadership course was developed.

Realizing that many MI soldiers are not exposed daily to the tasks of

leading formations, conducting physical training, performing drill and ceremony and practicing land navigation, Appel said the leadership course was designed to focus on these areas. “The academics at PLDC are not usually a problem,” she said, “but being MI, they don’t get a lot of practice in the normal soldierly skills.”

Appel said the course was also structured to introduce the promotable specialists to the fine art of maintaining duty rosters, conducting counseling sessions, and writing NCO evaluation reports and award recommendations. She said courses like this would have helped her when she pinned on sergeant stripes. Appel stated, “I didn’t know what an NCOER was until I got my first one.” She said a lot of MI soldiers face similar situations as they usually make sergeant within three years, and the majority of that time is spent in advanced individual training.

The first three days of the course consisted of classroom training. On the fourth day, the soldiers were flown by helicopter to Osan Air Base to tackle a land navigation course. On the fifth day, soldiers had recent PLDC graduates come through and share their experiences with them, a luncheon in Class A’s and a small graduation ceremony. As with most Army courses which are at least 40 hours long, the soldiers were awarded two promotion points upon completion.

Unfortunately for Appel, she had to go on temporary duty to the United States during the course. She passed her responsibilities to Staff Sgt. Donnie Hickey. Hickey served as the “cadre” to

make sure the 22 scheduled classes, the guest speakers and the training got started on time and went according to plans.

Appel said the success of the course was a result of the volunteers from the battalion who gave their support and personal time to teach classes and spend time with the soldiers. She also said the command sergeant major’s attitude toward the course was of great benefit.

“He said, let’s do it, and we did it. He didn’t micro-manage me. He let me do it and he encouraged the volunteers,” said Appel of the command sergeant major. She said he was always available to provide assistance and help her eliminate obstacles.

Spc. Kim Coella, a radar analyst who finished in the top 20 percent, said the course was very helpful. “The classes helped refresh our memory on things like AR 670-1 (uniform regulation) and some of the field manuals. It also introduced us to leadership counseling and map reading. I had never done terrain association before.”

Coella, who pinned on sergeant stripes April 1st, said she and some of the other soldiers had some suggestions for the next Junior Leadership Course. “But all in all,” she said, “it was a very good course. I think it’s a good prep. I know we can’t offer it to everyone, but we shouldn’t restrict it to certain soldiers. It’s a good course for younger soldiers who are motivated to learn this type of stuff.” ✱

Sgt. 1st Class Bryant is the PAO NCO at the 501st MI Brigade, Korea.

IPMA provides Army Staff-Level Management Support

By Col. Theodore R. Grevenkamp

In 1992, Congress mandated certain changes in Army Intelligence production, making retention of a general officer level command, such as the former Army Intelligence Agency (AIA), no longer justifiable. For that reason, the agency formally discontinued in April 1992. The Intelligence and Threat Analysis Center (ITAC) and the Foreign Science & Technology Center (FSTC)—AIA subordinate commands—became INSCOM's major subordinate commands in their own right.

AIA wasn't exactly the Intelligence Production Management Activity's (IPMA) predecessor, but some facets of its mission—specifically staff management activities related to validation and prioritization of intelligence requirements, dissemination, and programming for intelligence production resources—were still required by the Army staff. The Deputy Chief of Staff for Intelligence (DCSINT) asked INSCOM to form a Field Operating Activity to address those needs.

IPMA was the response. As AIA became history, a new piece of INSCOM history was being written with the advent of the IPMA whose mission is to provide Army staff level management support to the intelligence production process. It's under the DCSINT's operational control and responds directly to the guidance and tasking of the intelligence chief's Director for Foreign Intelligence.

IPMA generates a wide array of intelligence production services and products. Some of these are as follows:

- Under the mission umbrella, IPMA generates Army policy, plans and programs for intelligence production and ensures the smooth flow of quality products in response to clearly defined, well stated needs—in concert with the larger DoD intelligence system. In its policy-building role, IPMA prepares and coordinates pertinent Army regulations and reviews production policy published by other organizations such as DIA or Army major commands.

- IPMA frames and operates the Army's intelligence production requirements and dissemination programs. Through its efforts, the dissemination process has been automated, significantly cutting processing time and improving feedback to customers.

- During the past year, IPMA crafted a production assessment program to gauge the effectiveness of Army's production process, procedures and products addressing the needs of consumers. It is also developing an Automated Requirements Management System. In its resource role, IPMA is the Army contact for defense intelligence production issues and is in the forefront of the effort to clearly state, assign priority to and defend program initiatives.

- In joint efforts with INSCOM's Office of the Deputy Chief of Staff for Operations, ITAC and FSTC, IPMA has forged and carried out the Shadow Analyst Program—a new initiative to enhance our quality of intelligence by significantly improving the interaction between analysts and collectors.

As described, the Intelligence Production Management Activity's mission is far-reaching and key to the continuing success of the INSCOM mission: to provide top quality intelligence products. IPMA plays a vital role in the INSCOM mission, and can provide the Army the very best in intelligence services. ✻

Col. Grevenkamp is the Director of the Intelligence Production Management Activity, Fort Belvoir, Va.

SCHNEIDER, continued from page 8

Radio Station (Bayrischer Rundfunk), Eugenie is known as the "Russian Voice."

Schneider reflected on the past 50 years. "I've seen tremendous changes brought about by two significant events, World War II and the fall of the Berlin Wall. Even though one was violent and the other non-violent, the problems are the same. Fifty years ago, people fled to the West for a better life; today they are doing the same thing."

Despite long commutes to work, Schneider has maintained a home in Munich with his wife and son for many years. As long as his health continues to hold, Schneider has no plans to retire—as he looks ahead to what the next 50 years will bring. ✻

Capt. Yowell is the Public Affairs Officer at the 66th MI Brigade, Augsburg, Germany.

INSCOM's Sole Remaining Stock Record Account Revamping in More Ways Than One

By Lisa Gilley

With the punch of a button and the whirl of a motor, a giant storage carousel at the INSCOM Mission Support Activity's stock record account spins its shelves like a wheel of fortune and stops at the shelf where a particular item is stored.

The Mission Stock Record Account, or MSRA as it is known at its home base, Vint Hill Farms Station, Warrenton, Va., installed the three Remstar Vertical Carousels last year as part of a move to modernize and prepare for the installation of the Direct Support Unit Standard Supply System (DS4) and for the support of additional worldwide units.

"It ought to save a great deal of time," said warehouse foreman, Roger Poe. "All you do is punch in a stock number and it automatically goes to that location. It saves me from climbing a ladder to look on the top shelf somewhere."

Although at first glance it may look like something out of "Star Trek," a closer examination will show it to be a huge, automated storage cabinet. The key pad looks like a typical calculator or computer keyboard pad. A digital number display tells you which shelf you are seeing after it has rotated around inside.

Poe said the beauty of the carousels is that they can store the medium- to small-sized items that might be hard

to find hidden behind larger items on the warehouse shelves. The carousels also save a great deal of floor space by consolidating large quantities of smaller items.

The primary benefit of these carousels, according to Sgt. 1st Class Gerald Simpson, is that equipment and supplies can be stored both horizontally and vertically without taking up valuable storage space within other areas of the warehouse operation. The carousels are working so well, the MSRA has three more on order.

PC-driven software allows the carousels to tie into the DS4 system, allowing the small but important stock record account to operate an all-purpose automated retrieval, storage and customer support system.

Officials are revamping and modernizing the MSRA because they know the activity is slowly becoming more and more important to meeting the mission requirements of INSCOM and subordinate commands worldwide. The MSRA is INSCOM's sole remaining stock record after the Army's European drawdown closed the Berlin, Sinop and Augsburg MSRAs.

Ask any brigade or battalion commander, shop maintenance officer, PLL (Prescribed Load List) clerk, operations officer or NCO and they will attest to how important it is to have a responsive stock record account, said

Mark S. Voigt, Chief of the MSRA, who also has varied and wide experience working with stock record accounts. He said that stock record accounts provide information on spare and repair parts needed for INSCOM's operations.

Since the MSRA at Vint Hill is INSCOM's last stock record, it will soon be INSCOM's only means of providing supply support to the remaining PLLs at INSCOM activities worldwide.

The MSRA, which is made up of personnel within an item management/warehouse branch and a distribution/customer assistance branch, supports many of INSCOM's equipment changes at each field station. It also supports numerous other programs, such as Crazyhorse, Trojan, the Physical Security Enhancement Program (PSEP), and others as directed by DA, the CG INSCOM and the INSCOM DCSLOG, DCSOPS and DCSIM. The MSRA's warehouse offers well-used storage space that directly supports INSCOM's DCSOPS and DCSIM storage requirements.

The MSRA handles support previously provided by the theater and by deactivated OCONUS stock record accounts. This support is for strategic purposes and operations — but, when directed, supports tactical systems.

The MSRA gives INSCOM the capability of bringing supplies and equipment into the Army inventory legally and in accordance with Army regulations. It also provides a means by which INSCOM can effectively support and quickly respond to intelligence missions — routine and emergency.

In addition to the carousels, the MSRA recently converted from strictly manual operations to DS4 and the Standard Army Retail Supply System (SARSS), which are the standard Army automated retail supply support programs that interface with either manual or automated Unit Level Logistics System customers, Standard Army Intermediate Level Supply System and wholesale suppliers.

Requests for supplies and equipment can be routed from an OCONUS or CONUS unit to the MSRA within minutes utilizing electronic mail (Defense Data Network, DDN). A special address and mailbox have been set up to receive requests, which are downloaded into SARSS and DS4 for processing. The effect is as if the unit in Korea, Germany or Hawaii had walked the requests over from next door, say MSRA personnel. Electronic mail is also great for talking to customers in different time zones, such as Korea or Hawaii, when it is difficult to contact

them during normal working hours by phone.

The units can receive shipment or supply status within 24 hours of their requests. If the MSRA does not have the item, the request will be forwarded to the wholesale supplier within 24 hours.

"This expeditious processing of requests will significantly reduce order and ship time ... (and) the item will be received at the unit much faster than before," said Voigt.

"If problems are encountered in processing the unit request, managers will contact the unit via DDN or official electronic message to resolve the problem instead of canceling the requests," he continued. "That's not to say the unit will not receive cancellations, since the wholesale system may cancel the request for some reason but managers at the MSRA will attempt to make any correction necessary in order to process the requests. Managers at the MSRA are there to assist and support in whatever way it takes to help the unit obtain the supplies required to repair faulty equipment or prepare for installation and/or equipment modifications."

Another reason for INSCOM to operate a mission stock record account is that many systems utilized by INSCOM are not supported by the

Army supply system. Most spare parts and boards are not readily available within theaters of operation or back at Army depots. Therefore, to alleviate the passing of requests through OCONUS support activities which don't stock INSCOM-type spare parts, the requests are sent directly back to the MSRA via the DDN communication channels where issues are made or passed directly to appropriate support facilities.

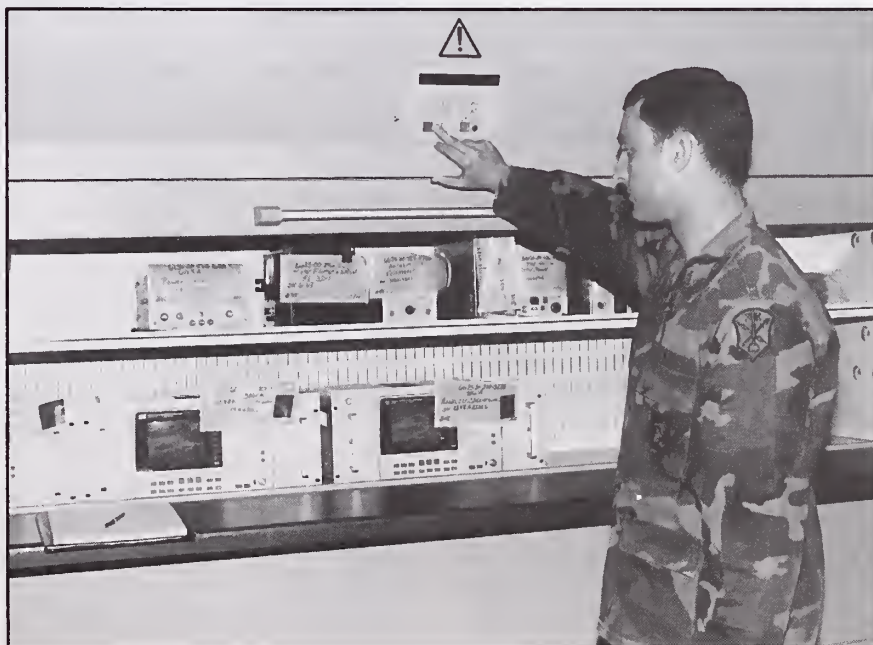
The MSRA utilizes standard supply programs supporting non-standard equipment and maintenance operations at locations throughout the world. The aim is to provide better support to INSCOM units. The stock record account was established and organized to provide support to remote operations working under unusual circumstances.

"It is here to support INSCOM and subordinate commands' needs," Voigt said. "We may be small, but we get the job done." ❖

Lisa Gilley is a Supply Systems Analyst with the INSCOM Mission Support Activity at Vint Hill Farms Station, Warrenton, Va.

Sgt. 1st Class Gerald Simpson, NCOIC, punches in a stock number, and the designated stock items move forward on the storage carousel.

(Photo by Maj. Donna L. Walthall)



751st's Flaming Dragon Dining Facility Supports I Corps Headquarters

By Sgt. 1st Class Kiki Bryant and Pfc. Tanisha Harris

Soldiers from Zoeckler Station and Camp Humphreys in Korea will not be the only people to sample the meals that earned the Flaming Dragon runner-up honors in the 1992 Philip A. Connelly Award Competition in the Best Large Dining Facility category. This year, Fort Lewis soldiers will brag that they, too, have indulged — or overindulged — on the award-winning meals prepared for the folks on Zoeckler.

The 751st Military Intelligence Battalion's Flaming Dragon Dining Facility manager and staff shared some of their limited space to support the I Corps Headquarters out of Fort Lewis, Wash., during Team Spirit '93.

Sgt. 1st Class Grace Anderson, HHC, I Corps' assistant dining facility manager, said the Zoeckler Station Dining Facility is being used for some 15 general officers, including the I Corps commander.

Anderson and two other cooks have been integrated into the 751st dining facility's daily operation to ensure that the I Corps personnel receive their three meals a day. One cook is at the dining facility to assist Staff Sgt. James Roberts, 751st food service manager, and his military cooks and Korean nationals. The other I Corps cook is distributing rations to two other mess sites the I Corps soldiers are using during the exercise.

"The people here have been more than gracious to us," said Anderson.



Spc. Richard Applewhite, HHC, I Corps, and Spc. Douglas Tyggrett, 751st MI Battalion, work together on the serving line. (Photo by Pfc. Tanisha Harris)

"Anything we want, they have gotten for us."

Anderson said it has also helped that the 14 cooks who deployed from Fort Lewis work well as a team. She said, "We all work hand-in-hand. What one doesn't do, the other one covers."

"The help from Anderson and her cooks has also benefited the 751st," said Roberts. In addition to running the I Corps' general mess from his facility, Roberts said his daily headcount has increased by at least 100 soldiers.

On March 17, Maj. Gen. Charles F. Scanlon, INSCOM's commander, presented Lt. Col. David Reaney, 751st commander, and Staff Sgt. George Hulsey, dining facility manager, with a plaque for having the best facility in INSCOM. The 751st will represent INSCOM in this year's Philip A. Connelly Award competition. ✱

Sgt. 1st Class Bryant and Pfc. Harris are with the 501st MI Brigade, Korea.

Maryland Governor Studies 741st MI Battalion's New Approach to Training

By Chief Warrant Officer Margaret Haacke

What was Maryland Gov. William Donald Schaefer doing at the 741st Military Intelligence Battalion, Fort George G. Meade, Maryland, on April 27? He was investigating ways to improve the state's higher education opportunities! Hosted by the Battalion Commander, Lt. Col. Eugene J. Komo Jr., Gov. Schaefer toured a military language training facility that uses video teletraining (VTT), a new approach to training. The governor is

interested in employing a similar system on campuses statewide.

VTT is a system that links a classroom via satellite, both visually and audibly, through television monitors, to an instructor in another location. This flexible method of training allows for quality control of instructors and course content. In a civilian environment, it would lower the traditional education costs by eliminating the requirement to have an instructor on each campus for

each course offered. Using VTT, the best instructors in a given field would be linked with students on campuses throughout the state.

Komo briefed the governor that the educational benefits of VTT have already been proven by the 741st MI Battalion. Seventy-seven percent of the 150 military and civilian linguists trained by VTT have increased their language proficiency. The travel and per diem costs to send each student to resident training at the Defense Language Institute in Monterey, Calif., or contract training elsewhere have been eliminated with VTT. In addition to the cost savings, many of those attending VTT courses have not had to endure the family separation usually associated with off-site training of any length.

The governor was accompanied by Dr. Shaila Aery, Secretary of the Maryland Higher Education Commission, and several officials from state institutes of higher education. The group consensus was that VTT is definitely a future way for quality education in the state of Maryland — at affordable prices. ✻



Lt. Col. Eugene J. Komo Jr. clarifies VTT operations for Maryland Gov. William Donald Schaefer. (Photo by Joe Barnes, National Security Agency Photographer)

Chief Warrant Officer Haacke is the OIC of the 741st MI Battalion Learning Center, 704th MI Brigade, Fort George G. Meade, Md.

INSCOM's Command Sgt. Maj. Raymond McKnight Retires

By Sgt. 1st Class Janet K. Thierichen

“You’ve got to love your country to serve it,” said INSCOM Command Sgt. Maj. Raymond McKnight. In a candid interview a few months before his scheduled retirement, he discussed his feelings about the Army and the changes he’s seen during his 32 years in uniform.

McKnight emphasized that the Army has always been unique; that it’s an Army of caring and bravery and humility, and, in that respect, it’s the same Army he joined 32 years ago. In other ways, however, he’s seen major improvements, especially in the NCO Corps. There’s been a drastic increase in soldiers’ civilian education levels;

most NCOs today have more than 2 years of college. In addition, he’s seen the development of an NCO education system that has provided a professional, trained Army, and added, “I hope none of these courses are ever done away with.”

From an early system of “blood stripes,” McKnight has watched the evolution of a central, Army-wide promotion system, and a change from an Army that was blamed for being unprofessional, to being one of the world’s most respected. The feelings of the nation as a whole toward the military have changed, and he’s witnessed everything from a prejudiced, 60’s-style attitude

when soldiers were spit on and yelled at, to one of great pride when soldiers came home from Operation Desert Shield/Desert Storm. He noted that the military is not what most people think, “because, without asking for praise, its members do so much for the local community,” and added, “military people are so open and caring.”

“Teamwork” is McKnight’s personal motto. “The Army can’t function without it, at all echelons, because from

teamwork comes winners, he explained. There is no way to win a war and there would be no military without it; it starts with two people and helps develop pride, esprit, morale and proficiency. It forces people to pull together instead of in separate directions, and builds confidence and respect. This holds true for everything in life, as well as in the military.”

The drawdown is a new and unique situation for McKnight; he has not gone through downsizing before. He observed that, unlike the Vietnam Era when lots of people wanted out of the Army, “this (the drawdown) ... is different; this is reducing an all-volunteer force.” Believing that military intelligence has the finest leaders in the Army today, McKnight feels that if soldiers maintain the proper attitude — despite an uncertain future created by the drawdown — there is nothing that cannot be overcome. Stressing the Army’s continuing need for military intelligence, he said, “Soldiers, especially those in the intelligence field, will always do a fine job, given the proper equipment and training, and as long as they retain the mind-set of a fighting force.”

McKnight also has plenty of advice for young people entering the Army today:

□ First, “be honest and professional, and you’ll always be listened to. They may not always take your advice, but they’ll always listen.” Remember that your reputation precedes you.

□ Study the lives of great leaders — including their mistakes and accom-



At his final reenlistment ceremony in May 1990, INSCOM's Command Sgt. Maj. Raymond McKnight is shown with his wife, Mary Ann. (U.S. Army photo)

plishments — and then “be yourself, that’s the only way to earn respect.”

□ Spend time evaluating yourself and your life, then set attainable goals and try to achieve them.

□ “Learn as much about the Army and your chosen field as possible, and finish your degree. The more you can learn about the Total Army, the better off you are — that’s for both yourself and your subordinates.”

□ Finally, “Remember to serve with pride.”

During his career, McKnight has seen support for the soldier change, and felt that it’s improved in many ways. He cites, as an example, education benefits for enlisted soldiers, once nonexistent, but which now include tuition assistance and the GI Bill. Also, child care has improved, although there is still a long way to go; and the pay is better, but still inadequate. He felt that the most drastic changes have been in housing improvements for families and billeting for single soldiers — old barracks have been torn down and new ones built. He also thinks that the Army’s on the right track with the BOSS (Better Opportunities for Single Soldiers) program and the “2 Plus 2” plan in Europe, because these give the single soldiers more say in what they can do in the barracks. Another big change is the advent of the open-door policy; in the past, going to see the chain of command often meant a soldier was in trouble — not visiting a superior to discuss soldier issues or potential problems.

McKnight emphasized that he believes everyone is put on earth for a purpose, and his purpose was to be a soldier and a leader, to help and care for other soldiers. He considers being able to advise supervisors about what’s best for soldiers one of his greatest accomplishments, and, having spent 23 of his 32 years as either a first sergeant or a command sergeant major, feels very fortunate to have been an influential part of soldiers’ lives.

When asked about his best assignment, McKnight replied, “I can’t answer that.” He went on to explain that he feels there is no such thing as a “best” assignment, because each was a unique

learning experience. However, he especially enjoyed Berlin — largely because he understood the critical importance of the mission and the major contributions of intelligence soldiers stationed there.

While he credits his soldiers, their families and his own family with his success, he notes that, “It’s easy to serve those who push you forward.” Because his family has been immensely supportive, he considers himself extremely lucky and observed, “They saw a need for me to be there ... (with the soldiers), and they gave up their own time for me to do that.” In fact, he considers his wife, Mary Ann, one of his role models, and commented that she has influenced him a lot in caring for people, and has given as much, if not more, than he. Recognizing her as his inspiration, he said, “Any time I thought I couldn’t go on, I saw something my wife had done or was involved with — and it renewed my own desire and feelings.”

McKnight is comfortable with the choices he made during his Army career, and said, “I can get out knowing that I did my best.” Looking back, if he could change anything, he would have started his college education earlier — he didn’t begin college until his 12th year of service — but nothing else.

He hopes that soldiers he’s served with, if asked for their opinion of him, would say he was “... firm but fair, honest, dedicated, and that I always supported them.” Then he added that he’d like to be remembered as someone who cared for and respected the people with whom he served.



At his desk in the Nolan Building, Command Sgt. Maj. Raymond McKnight reflects on his assignment with INSCOM.
(Photo by Robert Bills)

McKnight also shared his thoughts on his impending retirement. While he always enjoyed the military because he had respect and a purpose, he sees retirement as another step forward in a logical progression; as an adjustment, moving onto something new. However, he added, “You never retire from the military,” and continued, “my name will diminish before my influence, because, “you train one (soldier) who trains another, who trains someone else.” And he hopes there will always be soldiers around that he’s trained to “be loyal, honest and committed to giving soldiers their best, always.”

While McKnight will be doing various things when he retires, he said he’ll still remain in touch with the military, and he wanted everyone to know that they are welcome to visit him and Mary Ann in Pensacola, Fla. His farewell message to INSCOM soldiers, civilians and family members: “Thanks for your support and confidence, and for letting me be your Command Sergeant Major.” ❀

COMMAND SGT. MAJ. M SCRAPBOOK

By Sgt. 1st Class Janet K. Thierichen and
Sgt. 1st Class Laura L. Williams (Command Sgt. Maj.'s Admin. Assistant)

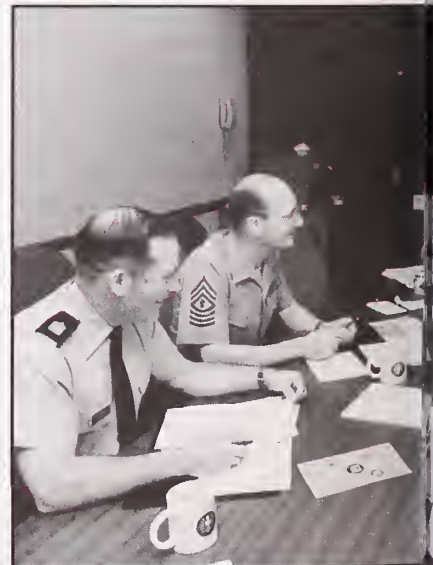


The USASA Soldiers Memorial at the Nolan Building, Fort Belvoir, Va.

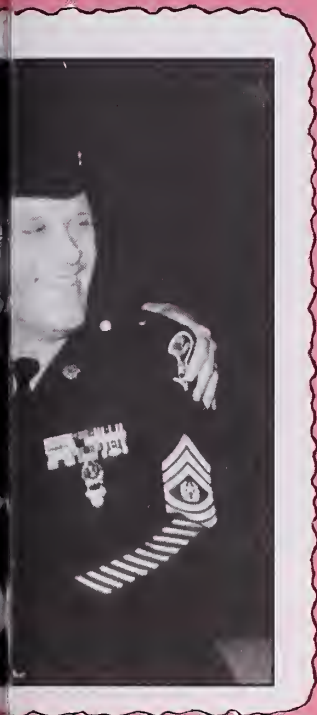


Saying good-bye to your
Command Sgt. Maj. Merrill R.

You're on the left in this picture of the
Element Senior Enlisted Advisor C

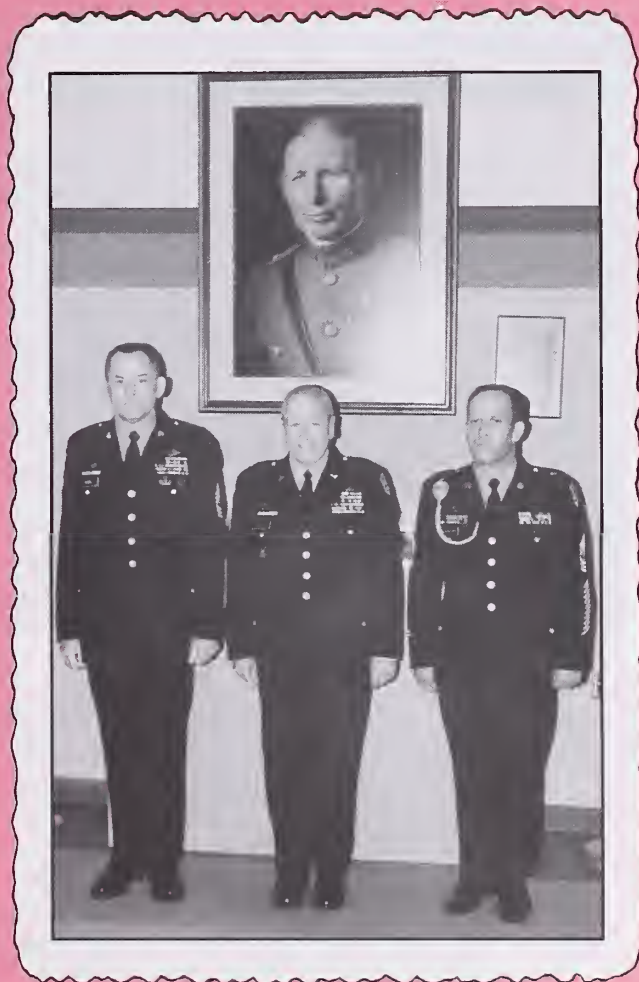


KNIGHT'S



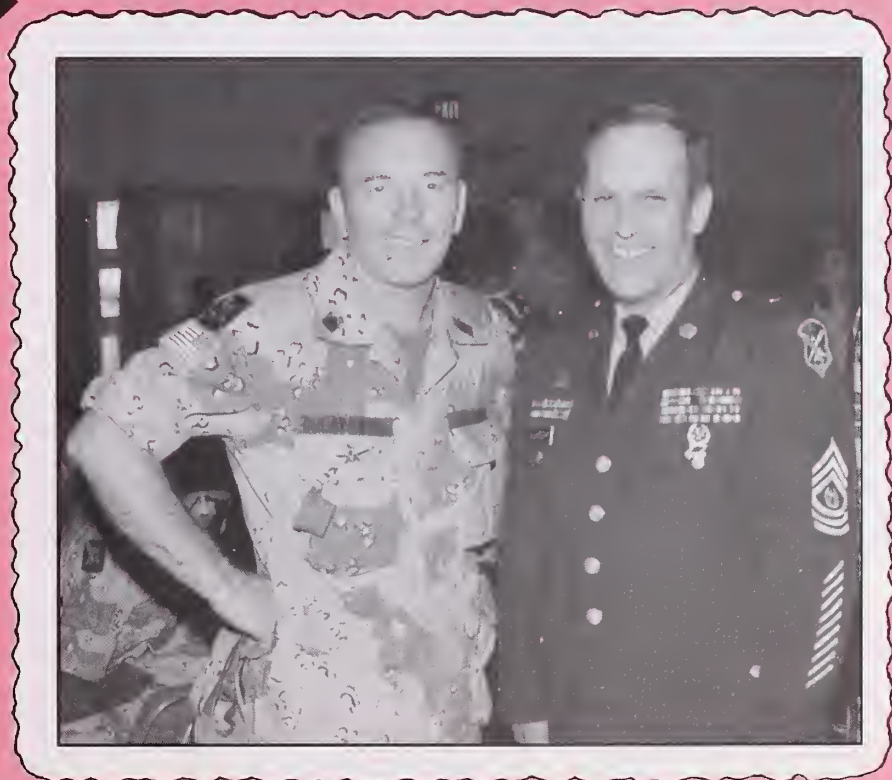
and comrade,
hey, at his retirement.

Here you are next to Maj. Gen.
Charles F. Scanlon and
Sgt. Maj. of the Army
Richard A. Kidd (in front of
the picture of Maj. Gen.
Dennis E. Nolan) in the
Nolan Building lobby,
May 1992.



You and
Command Sgt. Maj. John A.
Chlapowski at Fort Monmouth,
NJ, upon his return from
Operation Desert Shield/Desert
Storm, March '91.

Participants in the Service Cryptologic
Conference, Fort Meade, Md., May '92.





Here you are at your retirement picnic (May '93, at the Fort Belvoir Amphitheater) with Master Sgt. Stephen Dickhens, our Career Management Field 98 Senior Professional Development NCO, twisting his arm — something you were always good at, figuratively!



Your soldiers in formation in front of the



You and Command Sgt. Maj. James D. Randolph (Total Army Personnel Command) "promoting" Maj. Gen. Scanlon to Command Sergeant Major at the MI Corps Sergeants Major Conference Dining-In, Fort Huachuca, Ariz., Feb. '92.

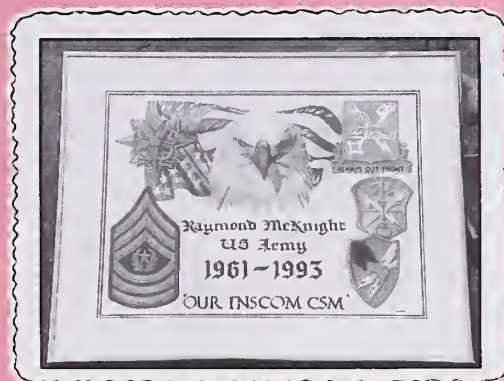
What were you and Chief Warren laughing about at your





San Building, Veterans' Day 1992.

*Officer James E. Pierce Jr.
Retirement picnic?*



*Thank you and fare thee well, Command Sergeant Major.
You will be greatly missed...*

751st MI Battalion Wins Army Maintenance Award

By Sgt. 1st Class Kiki Bryant

With the motto of “Just Maintenance,” it should be no surprise that the 751st Military Intelligence (MI) Battalion, 501st MI Brigade, walked away with the prize during this year’s Department of the Army (DA) Maintenance Excellence Award (Intermediate Unit Category).

The 751st’s road to recognition as the Army’s finest began with a nomination by the 501st MI Brigade for having the best maintenance record during brigade inspections. The next step was to be nominated by their major command, INSCOM. The selections were pretty much wrapped up as the 751st consistently scored higher than the established brigade, INSCOM and DA standards — INSCOM requires that units maintain a 90 percent readiness status while the DA standard is 80 percent.

Staff Sgt. Karl Russell of the 751st said he thinks the inspectors really looked closely at the unit this year. “The inspections are usually geared toward tactical vehicle maintenance. I think we drew a lot of attention. The inspectors were impressed with what we do. They said they weren’t aware of how much and how diverse our mission is.”

According to Maj. Stephen Lawrence, 751st MI Battalion executive and maintenance officer, maintenance in the 751st is really complex. Primary sections within the battalion include an electronic maintenance branch which is responsible for the upkeep of sophisticated electronics systems and antennae associated with the battalion’s mission.

The aviation branch performs aviation unit maintenance on its own aircraft, and does phase maintenance inspections internally to ensure quick turnaround and readiness rates. These UH-1H aircraft are used to ensure timely resupply and maintenance support to forward detachments. Over 1,000 hours of flying time are logged annually; the unit’s last accident occurred in 1987, an accident that was caused by wind shear.

Company maintenance performs unit-level maintenance for weapons and nuclear, biological and chemical equipment.

Other maintenance requirements, such as vehicles, tactical equipment and communications security equipment are performed by a variety of entities in Korea, Vint Hill Farms Station, Va., and Japan. These areas were not evaluated by the DA inspection team.

According to Lawrence, the MACOM nomination was just the first tier of the competition. To make it to the semifinals they had to put together an impressive packet, which accounted for 30 percent of the score. The guidelines for the packet are outlined annually in DA Circular 750-91-1. The packet had to contain information on the table of distribution and allowance equipment, personnel, readiness, maintenance management, maintenance training and cost and savings. Making it to the semifinals meant the 751st was competing against at least two dozen active duty units. The

quality of the packets narrows this number down to three units for each of the four unit categories.

Once reaching the semifinals, the next step was to prepare for the inspectors’ two-day visit in early March. The soldiers and civilians assigned to the electronic maintenance branch and the flying detachment put in more than 1,000 extra man-hours to get their sections ready.

INSCOM sent a maintenance specialist to help prepare for the DA inspectors. According to Lawrence, Chief Warrant Officer James Sirmans served as a technical “second look.” Lawrence said, “He was very knowledgeable. He did some groundwork for us. By watching the actual inspectors work, he was able to tell us where we should best focus our attention.”

Lawrence said the INSCOM Logistics Office’s comment was that the unit had gone from an average unit to a superior unit in just one year.

Chief Warrant Officer Charles Spitz, the electronics maintenance branch officer in charge and the intelligence equipment technician during the inspection, said he believes the 751st won the award because of the caliber of people assigned to the maintenance section combined with the day-to-day emphasis the battalion places on maintenance.

Chief Warrant Officer Pat Shores, aviation maintenance officer, said winning the award was just a feather in the cap for something they do on a day-to-



Sgt. Phill Nolley (right) teaches Pfc. Vestal Greer the proper way to perform a receiver alignment. (Photo by Sgt. 1st Class Kiki Bryant)

day basis. "You don't win an award like this by doing your job one week out of a year."

Sgt. 1st Class Douglas Meyer, the electronic maintenance branch non-commissioned officer in charge, said he believes the key to winning is that they avoided the "window dressing" that most people do to get ready for inspections. "Instead of cleaning be-

hind the doors and windows," Meyer said, "we were fixing problems — taking care of things so they wouldn't lapse into a state of disrepair once the inspection was over."

Like Spitz, Shores attributes the overall maintenance excellence to the emphasis the battalion's leadership places on maintenance. "When leadership supports the troops," he said, "you

get the quality of personnel it takes to win an award like this. It increases morale at the battalion and it filters down through the chain of command, resulting in motivated soldiers." ✱

Sgt. 1st Class Bryant is the PAO NCO at the 501st MI Brigade, Korea.

Maintenance Excellence Earns Chief's Praise

Maintainers ruled the day May 19, when dozens of them came to the Pentagon to receive honors in the 11th annual presentation of the Army Maintenance Awards.

Representing unit maintenance from the Active and Reserve Components, the awardees received plaques and praise from Army Chief of Staff Gen. Gordon R. Sullivan. "As part of the Army team, you're the people who make the systems work — day in and day out," he said.

Sullivan pointed to the success of Operation Desert Storm as confirming the importance of good maintenance. That success, he explained, can be attributed in large part to "the people in this auditorium who make the systems

work as well as they do. I'm proud of you, and the Army is proud of you."

The awards program fosters excellence by offering units a chance to compete under set standards. Tony Dorsey, of the Office of the Deputy Chief of Staff for Logistics, said the program has the following objectives:

- ☐ Improve readiness;
- ☐ Provide positive incentive to competing units;
- ☐ Improve efficiency;
- ☐ Reduce waste; and
- ☐ Complement the Defense Department Maintenance Award Program.

The program's sponsor, the American Defense Preparedness Association in Washington, furnishes the award plaques and certificates.

Dorsey noted that this year's ceremony included a special award to one of the program's prime movers, Fred J. Macon of Aberdeen Proving Ground, Md.

Among those receiving the top awards in the active component (tables of organization and equipment/modified tables of organization and equipment) were:

- ☐ Light: Headquarters and Headquarters Company, Foreign Materiel Intelligence Battalion, Aberdeen Proving Ground, Md.; and
- ☐ Intermediate: 751st Military Intelligence Battalion, Camp Humphreys, Korea. ✱

— Army News Service

AMSC Graduates INSCOM Students

By INSCOM PAO Staff

Seven INSCOM students are recent graduates of the Army Management Staff College (AMSC). The students, who received their diplomas April 16, 1993, at Fort Belvoir, Va., are William E. Pearce, Jessie C. Johnson, and Thomas A. Stetz of the 902d MI Group; Marianne Hurd and Nancy C. Kennedy of the Intelligence Threat and Analysis Center (ITAC); Christina G. Darnell of INSCOM Headquarters' Automated Information Services (AIS); and Patricia M. McCleish of the 66th MI Brigade.

Several common themes are woven through the students' comments concerning the school. They speak of being "pushed beyond the comfort zone" and called upon to accomplish more than they ever thought they could, usually in an unreasonably short amount of time. The course is commonly described as "hard, wonderful, hectic, and intense," where students are taken out of the day-to-day world and made to use skills they'd forgotten — or didn't realize they had. The Total Army approach ensures that the graduates will be better prepared to function anywhere in the Department of the Army (DA).

McCleish, Chief, Budget Division, 66th MI Brigade, Augsburg, Germany, explained: "They put us in groups, each (group member) from a different command, like INSCOM, TRADOC and FORSCOM, to get a picture of other major commands. This helps us get a better view of the Total Army, and is an excellent opportunity

for networking." Kennedy, a Senior Imagery Requirements Officer with ITAC said that the focus of the course is, "What is best for the Army, not just me, not just INSCOM. That's what we're here for."

As demanding as the course is, the students were uniformly positive in their comments about course content, presentation, and faculty support. An Intelligence Specialist for the 902nd MI Group, Johnson feels that "The school helped me appreciate the Army more. I came from an Air Force background, but now, I have a much better perspective of the Army. I consider myself a true Department of the Army civilian." Kennedy also gave the school high marks: "The guest speakers were 'top block,' especially the DCSINT (Deputy Chief of Staff for Intelligence), the CIA representative, and Sergeant Major of the Army, Kidd. The staff works hard to find subject matter experts. This is by far the best school for Army civilians in providing the Total Army focus."

Pearce liked the atmosphere of "disciplined freedom, where one can say what they want and still find group support, even in the face of disagreement." An Intelligence Staff Officer for the 902nd, he also feels that a "utilization" assignment would be a good idea in allowing graduates to put their recently acquired knowledge to use. Such a tour would "increase the return on the Army's investment in the cost of the school. Since the course

objective was to get a broader perspective, a tour with a broader view would be good." Hurd, who is Chief of the Automation Branch, ITAC, agrees that such an assignment would be beneficial, "Because it'll be hard to use this new knowledge in the old status quo assignment."

The students clearly feel they are benefiting from attendance at AMSC. But such a course of study takes time. Occasionally, the 14-week requirement presents an obstacle to attendance. Several students think that by making the school a professional development milestone for DA civilians, more people would have the opportunity to attend, and the overall quality of the civilian workforce would improve accordingly.

Stetz, an Intelligence Officer at 902nd MI Group Headquarters, observed that "Many supervisors are reluctant to lose people at the GS-13 and 14 levels for the time required, but these are the very ones who should go. This school should be made a requirement for career progression."

Sustaining the Force

As the services begin to draw down to meet new force structure guidelines, Army leaders are challenged to continue the mission and maintain readiness with fewer personnel. And, of course, the fiscal and logistical resources of sustainment base components — the management disciplines of acquisition, resources, personnel,

logistics, and installation — are becoming scarce. Army leaders must aggressively manage dwindling assets to effectively sustain the force and maintain operational readiness. Like other major commands, INSCOM must ensure that its senior managers can 'do more with less' and continue the mission in this time of declining resources.

And training senior managers to meet this challenge is the responsibility of AMSC.

Located at Humphreys Hall, Fort Belvoir, Va., AMSC provides advanced professional development for sustainment base managers considered likely to fill key operational and staff positions throughout the Army. This is AMSC's mission:

To educate and train selected Army civilian and military leaders to assume more important leadership and managerial responsibilities by providing instruction in strategies, doctrine and systems relating to the Total Army with emphasis on the sustainment base.

Or, in the words of De Clark, AMSC Public Affairs Officer, the students "learn how everything they do fits into the Total Army picture."

AMSC Background

While examining professional development opportunities for DA civilians in 1985, the Inspector General (IG) found two serious deficiencies. At that time, there was no leadership or management educational opportunity available for senior civilian employees occupying key positions. Analogous schools for their military counterparts, such as the Army War College and the Sergeants Major Academy, had existed for years. The IG identified the need for senior civilians to have a graduate-level professional development opportunity similar to that available to senior military personnel.

The second deficiency the IG found was that no training existed for military or civilian personnel which focused on sustaining the base. Though many training courses available throughout the course of a career may



Recent INSCOM graduates of the Army Management Staff College are (front row, left to right) Christina G. Darnell, Patricia M. McCleish, Nancy C. Kennedy, (back row, left to right) Marianne Hurd, William E. Pierce and Thomas A. Stetz. Not pictured is Jessie C. Johnson.
(U.S. Army Photo)

have supported the concept of sustainment, there was no directed effort to educate senior managers in a setting focused on Total Army sustainment strategies.

To correct these two problems, the Chief of Staff of the Army in 1986 created the AMSC. The first class of 42 civilian and eight military students was held in Linthicum, Md. In 1990, the school moved to Alexandria, Va., and in January 1993, the permanent AMSC campus was dedicated on Fort Belvoir, Va. The class size has expanded to 200 and the course is offered three times a year.

The Curricula

AMSC focuses on executive-level leadership, management and decision-making. The strategies, doctrines and systems approach to problem-solving are all designed to support the Total Army sustainment base. The courses are generally at the graduate level, and consist mostly of lectures, guest speakers, practical exercises, and field trips. The American Council on Education's Program on Noncollegiate Sponsored Instruction has evaluated the AMSC curricula. They recommend that colleges and universities consider awarding up to 15 semester hours of graduate

credit and 12 semester hours of upper level baccalaureate credit for AMSC completion.

The target population is comprised of GS-12s and -13s with career status. Majors and lieutenant colonels assigned against Table of Distribution and Allowances slots, and who have Military Education Level 4, may also attend. The challenging curricula, frenetic pace, and continually increasing demands give graduates an increased level of confidence and self-esteem they can take back to their respective commands, and use to become the kind of managers the Army needs.

The course starts with an overview which stresses the concept of the Total Army Team. Several electives are offered in areas such as computer applications or health and fitness. Next are the major course sections, or modules. Module A deals with leadership, management and decision-making. Module B focuses on strategy, doctrine and military forces. Module C deals with the concept of force integration, while Module D presents sustainment base management. The final Capstone exercise ties the entire course together. During this exercise, students must put to use all that they have learned about the way installations and commands function within the greater Army community, and how those entities affect the Army as a whole.

AMSC — Now and Future

A Doctor of Behavioral Science and Education, Ursula Lohman left a position with the National Institutes of Health to become Dean of AMSC. Above all else, she stresses the concept

of inter-connectivity which has become a hallmark of AMSC.

"We're at a time in our culture when collaboration, teamwork and matrix management are becoming important," Lohman said. "No organization exists in a vacuum; everything it does has a first, second, and often a third order impact somewhere else. We teach students how to think about these impacts, and how their decisions will affect the greater Army community." She also feels it important to approach the sustainment base concept in a general, "broad-brushed way." The goal is to educate students in such a way that they can function effectively at the more senior management levels anywhere in DA.

"We don't deal with the nuts and bolts of functional issues; we look more at the broader impacts to the overall organization, post and service. We are not geared very well to teaching anything more about resource management than outlining PPBES (the Army's Planning Program Budget Execution System). We teach breadth, not depth. We want you to get out of your functional area and look around at the whole Army."

This broad approach is reflected in the organizational structure of the college. The seminars consist of 12 to 14 students, usually all from different MACOMs or functional areas, with three faculty members per seminar. These faculty members prepare and present 450 hours of instruction per class. The AMSC organization, overall, is "flat," meaning that there is not a great deal of organizational hierarchy. Fully 90 percent of the staff is responsible for teaching or providing direct support to students. Even those people whose primary function is administrative, such as Lohman and AMSC Commandant, Col. Hugh D. Clark, find themselves at the podium from time to time.

The only certain prediction Lohman would make for the future is that there will always be some amount of change. Describing herself as the "chief cook, bottle washer, and troublemaker," she feels that the best thing the school can do for the Army is not to stagnate. "We have to stay ahead of the crest, stay just a little bit ahead of the learning curve." But there are other possibilities for the future of AMSC.

The sustainment base does not exist only in the Army, it is a valid concept throughout DoD. Consistent with the changes currently taking place throughout DoD, AMSC could be of value to students from other services, the U.S. Coast Guard, or even the Federal Emergency Management Agency, at least in terms of demonstrating what national-level assets are available. Lohman feels that state emergency management people could also benefit from attendance.

"There should be seats available for joint students, and, where appropriate, state and local agencies," she said.

It seems clear that AMSC has contributed significantly to the quality of the civilian workforce, and will continue to do so — providing a rich and fertile soil in which to cultivate the professional development of Army managers. ❧

For more information about AMSC, call the Registrar at (703) 805-4756, or the Public Affairs Officer at (703) 805-4766, or write to the following address:

*Army Management Staff College
ATTN: TAPC-CPC-A
Building 247
Fort Belvoir, Va. 22060-5893*

Invading Italy: Operation AVALANCHE

By Dr. John P. Finnegan

At 6:30 p.m. on Sept. 8, 1943, Allied Forces Headquarters in Algiers announced that Italy had surrendered. As they listened to the news broadcast aboard their crowded troopships in the Tyrrhenian Sea, the soldiers of Lt. Gen. Mark Clark's Allied 5th Army broke into spontaneous cheering. Italy was their destination. Within a few hours the men of the British 10 Corps and U.S. VI Corps would execute Operation AVALANCHE, landing at the Bay of Salerno, a twenty-mile stretch of sand on the west coast of Italy. Now, it seemed, this would no longer be a hostile shore.

Silently, the 700-ship armada that comprised the invasion force sailed on through a calm and moonlit night. A minute after midnight on Sept. 9, the transports began to arrive at their release points 10 miles from the coast, safe from the mine fields guarding Italy. The landing had been carefully planned to achieve tactical surprise. No bombardment had been conducted, and the U.S. VI Corps that landed on the right flank of the invasion went in without fire support.

As it turned out, it was the Allied 5th Army that was surprised. German reconnaissance aircraft had tracked the path of the convoys, and their eventual destination was clear to any enemy intelligence officer equipped with a map and a protractor. The excellent beaches of Salerno were just within range of Allied fighter cover staging out of forward bases in Sicily. The German XVI Panzer Division had

already taken over the coastal defenses of Salerno from the Italians, and was now on alert. And Germany had not surrendered. As a result, as the first wave of green American troops from the 36th Infantry Division approached the Italian shore in predawn darkness, they were greeted by a loudspeaker: "Come in and give up. We have you covered." Then came a blast of machine-gun, mortar, tank, and artillery fire. The Battle of Salerno had begun. It was to be no walkover.

Operation AVALANCHE — the invasion of Salerno — was the outcome of a unique blend of diplomatic opportunity and military constraints. By the summer of 1943, the bulk of available American and British forces had been drawn into the Mediterranean Theater. After clearing North Africa of Axis troops, the Allies had committed themselves to an invasion of Sicily that would free their lines of communication in the Mediterranean. The British wanted to go further. As British Prime Minister Winston Churchill put it, the issue was whether Sicily should be a sofa or a springboard: a dead end or an entryway to the invasion of Continental Europe. Politically, Italy was the "soft underbelly of Europe," the weak link in the Axis. By invading Italy, the Allies might knock Germany's principal European partner out of the war. How-

ever, the American Joint Chiefs of Staff recoiled. An invasion of Italy, they felt, was a distraction that might draw off Allied strength from the great invasion of France, now planned for 1944.

In the end, the issue was finessed. Gen. Dwight D. Eisenhower, Supreme Allied Commander in the Mediterranean, was told to plan for an invasion of Italy, if the pending Sicilian campaign went well. However, he would have to do this with a minimum of forces and amphibious lift, for Mediterranean resources must soon begin flowing back to England and into the Indian Ocean to carry out Allied grand strategy. Eisenhower originally proposed to strike at Calabria — the "foot" of the Italian boot — from Sicily. This struck Churchill as hopelessly unimaginative; Allied armies would be crawling up Italy like a "bug up a trouser-leg." The Prime Minister proposed supplementing this with a more ambitious landing further to the north at Naples. When the Sicilian campaign led to the fall of Italian dictator Benito Mussolini in late July, the Americans concurred with a northern landing. Italy was clearly tottering, and the new Italian government, headed by the elderly Field Marshal Badoglio, soon began negotiating with the Allies to switch sides.

Once the Sicilian campaign ended on Aug. 17, British General Bernard Montgomery's 8th Army occupied positions just two miles across the Straits of Messina from the Italian

“... I’ve got no more reserves. All I’ve got is a prayer.” — Maj. Gen. E. J. Dawley

mainland. Instead of pressing on, however, Montgomery leisurely prepared a “set-piece” assault, assembling hundreds of artillery tubes. After firing off a tremendous barrage against the empty countryside, the 8th Army crossed over into Italy on Sept. 3. Operation Bayswater was designed to distract enemy attention from the Salerno landing, now scheduled for Sept. 9.

On the same day that Montgomery launched his invasion, Italian negotiators concluded a secret armistice agreement. Eisenhower felt that this might lead to a total victory. If the Italian government made peace as soon as the Allied 5th Army landed, Eisenhower felt that Hitler would surely pull back his forces to the north, allowing the Allies to take Rome. On Sept. 7, Brig. Gen. Maxwell Taylor visited Rome on an undercover mission, promising Badoglio the 82nd Airborne Division would drop on Rome if the Italians agreed to fight the Germans. Badoglio demurred. His troops were too weak. At literally the last moment — 62 planes laden with paratroops were circling over Licata Airport in Sicily ready to assault Rome — the drops were canceled. The Armistice was duly announced at 6:30 p.m. on Sept. 8. However, at 7:50 p.m., Field Marshal Albert Kesselring, the German commander in south Italy, ordered his troops to carry out Operation Achse, the well-prepared German contingency plan. The Italian Army was promptly disarmed; the Germans occupied Rome; and Badoglio and the King of Italy fled. The war in Italy was not over; it had actually just begun.

Thus the American and British troops who landed at Salerno met German, not Italian troops. The issue of 5th Army’s battle was soon in doubt, for 5th Army was operating on slender

margins. Because landing craft had already been diverted from the Mediterranean to other theaters, the assault force that Lt. Gen. Mark Clark could muster was far smaller than that which had been committed to Operation HUSKY: two British and one-and-a-half American divisions, plus rangers and commandos. The U.S. VI Corps committed to Operation AVA-LANCHE had never been in combat, and its commander, Maj. Gen. E. J. Dawley, was equally untested. Although reserves were available, these follow-on forces were far back in Sicily and North Africa, and could not be transported until ships had been unloaded and turned around.

Meanwhile, 5th Army found itself thinly spread over a malarious plain, surrounded by an arc of mountains offering the Germans a perfect field for observation and fire. Four nearby German divisions began to close rapidly on the beachhead to reinforce XVI Panzer. Montgomery’s 8th Army was also coming up, but it was still 200 miles away in Calabria, painfully inching its way along terrible roads made worse by systematic demolition. And Montgomery had just helpfully announced to the commander of Allied land forces that “my divisions are now strung out and the infantry ... must be rested.”

As a result, Salerno turned into a dogfight. Clark had planned to reach Naples in five days. He did not. Allied forces bloodied themselves on fortified German positions, while German forces relentlessly counterattacked from the high ground with tanks, mobile guns, and parties of panzer grenadiers. An ominous gap separated British and American bridgeheads, and the Americans, especially, were stretched thin attempting to hold too

much vital ground with too few men. At one point, the 36th Infantry Division occupied 22 miles of front. However, the Allies possessed one significant advantage in the fight: clear superiority in the air and on the sea. During the critical period of the battle, Allied warships plastered German positions with 11,000 tons of high explosives, while the Northwest African Air Force dropped 3,000 tons of bombs.

The critical point of the battle came on Sept. 13. A massive German tank attack drove toward the fork of the Sele and Calore Rivers, that split the Allied beachhead. Clark, the 5th Army commander, could see the tanks approach through his own binoculars. When he asked Gen. Dawley, his corps commander, what he was going to do about it, he received the reply, “Nothing. I’ve got no more reserves. All I’ve got is a prayer.” Dawley’s military career soon ended. His prayer, however, was answered. The German commander found a key bridge uncrossable; German tanks could not deploy properly because of drainage ditches; and two field artillery battalions of the 45th Infantry Division, firing over open sights, barred the way to the sea. In front of the American gun line, every excess man was deployed as infantry, including the division band and headquarters troops. The U.S. Army held.

At this point, however, Clark’s morale began to crack. Another Dunkirk seemed impossible. That evening, he asked his naval commander, Vice Adm. Hewitt, to prepare to withdraw troops from one bridgehead and consolidate them in the other. This proposal struck some Navy officers as suicidal. It was one thing to run ships ashore and off-load them; it was another thing to try to reverse the process, especially in the tideless Medi-



terranean. An amphibious assault landing could not be run backwards like a reel of motion picture film. However, contingency planning began. Fortunately, it was not needed. At last, help was on the way. The 82nd Airborne Division was not yet committed. Its commander, Brig. Gen. Mathew Ridgeway, agreed to attempt to drop a battalion immediately behind American lines the night of the 13th, provided that all anti-aircraft fire was stopped over the beachhead. The operation was a complete success.

Twenty-one hundred more paratroops landed behind American lines the following night, although an at-

tempt to drop a battalion behind German lines north of the beachhead met with less success, since the troops were dropped from 3,000 feet and widely dispersed. Meanwhile, the vanguard of the British 7th Armoured Division had arrived by sea, the Allies had intensified their air campaign, and two British battleships were on their way. The Allied ground commander, Gen. Sir Harold Alexander, turned up on Sept. 15, along with the battleships. The tide had turned. There was no more talk of evacuation. The following day, the Germans, badly pummeled from air and sea, decided to disengage. At this point, a little anti-

climactically, the first patrol from Montgomery's 8th Army at last linked up with Clark's troops.

The Battle of Salerno had been won. But this was a beginning, not an end. Hitler now ordered the Germans to fight for every inch of Italian terrain, and Italian terrain proved admirably suited for defensive warfare. Clark's 5th Army would go on to fight the longest campaign of any American Army in World War II. 🇺🇸

Dr. Finnegan is a historian with the INSCOM History Office.

Physically Fit, But Fit for What?

By Jim Garamone

Sure everyone wants to be fit, but the question is, fit for what?

There are levels of fitness, and what may be fit for one person may not be correct for another, according to Louis F. Tomasi, a research physiologist with the Army's Physical Fitness School at Fort Benning, Ga. He said people should ask what they want to accomplish before they start a fitness program.

"Obviously, service members should generally be more fit than civilians," Tomasi said. "Generally, their jobs require a higher level of physical fitness. A construction worker needs to be more physically fit than an office worker. It's just the nature of the job. A construction worker is going to need more upper body strength. A program that enables an office worker to enjoy a good level of health may not be adequate for someone with a more strenuous job."

Even in the armed forces, there are levels of fitness. While all service

members must pass physical fitness tests, some jobs call for higher levels of fitness than others. Pilots pulling "G's" in high-performance jets should be at a higher fitness level than cooks. Infantrymen generally should be more fit than clerks.

Judging the type of job and the level of fitness you need, then, is key to designing a physical fitness program. Another question is, what do you want to accomplish with the physical fitness program? General all-around health is one choice, improving your performance is another, and improving your appearance is still another.

Tomasi defines exercise for health as a desire to free yourself from the health risks associated with the unfit population. A regular exercise program can lessen chances of illness and disease and reduce chances for injury.

Tomasi defines improving performance as the ability to develop skills and underlying abilities well enough to compete either with others or your-

self. This can also mean improving job performance.

Finally, improving your appearance means getting an overall "healthier" or "more fit" look. This can improve a person's self-esteem and self-confidence, Tomasi said.

Developing a physical fitness program is different in each case, he said. While some aspects may be similar, the total packages will be different.

Finally, before developing a program, find where you are now. Obviously, Tomasi said, a program for someone who has never exercised is going to be different from one for a person who regularly works out. Talk with your doctor or a physiologist before starting any program. Tests — such as body fat, electrocardiograms — can help pinpoint where you are and what is safe for you to accomplish.

The physical aspect of fitness is only one portion, Tomasi said. Physical fitness can't be relegated to simple exercise. He said there are emotional, spiritual and social aspects of fitness in addition. Healthy habits and a sound diet also contribute.

"Physical fitness is the ultimate quality of life that leads to positive physical health, well-being and wellness," Tomasi said. ❖



Jim Garamone writes for the American Forces Information Service.

Illegal Steroids May Have Lethal Side Effects

By Staff Sgt. Lisa M. Hunter

Steroids are extremely potent drugs that may cause adverse physiological, psychological and social effects.

The Army is increasingly concerned that steroids may become one of the most abused drugs in the 1990s, according to Raelita Hammond, Drug and Alcohol Counselor for the 66th MI Brigade.

Among the most abused types of steroids are anabolic steroids, a synthetic form of the male hormone testosterone.

More than one million Americans take steroids, and the number is rising. Ninety percent of these individuals are buying and using the drugs illegally. Many take them in very dangerous doses with serious potential repercussions, according to Hammond.

People abuse steroids to achieve the quick, dramatic boost that these drugs bring. Since most of these users are doing so without medical supervision, they are getting from 10 to 100 times the medically prescribed dose. These megadoses can cause more than 70 side effects, ranging in severity from acne to liver cancer, including both psychological and physical reactions. However, the parts of the body most often affected are the liver, the cardiovascular system and the reproductive system.

In addition to building muscles, steroids build sludge inside the arteries, bringing on arteriosclerosis, commonly known as "hardening of the arteries." Arteriosclerosis, in turn, increases the possibility of strokes and heart attacks, Hammond said.

Because of the hormonal imbalance that steroid abuse creates, steroids

will make a man more feminine and a woman more masculine. The effects on men include withered testicles, sterility and impotence. In women, the effects include irreversible masculine traits, menstrual irregularities, breast shrinkage and sterility.

Mood swings are another major side effect of steroids. They can cause abusers to go rapidly from a state of euphoria to depression and back again. They can also cause aggressive behavior and anger.

While physical deterioration and diseases are the most common ways abusers die from steroids, a significant number of people die from overdoses.

Many people take steroids to improve their appearance. In truth, steroids actually diminish a person's looks by producing effects such as puffy face, acne, jaundice, swelling of feet and legs, trembling and darkening of the skin.

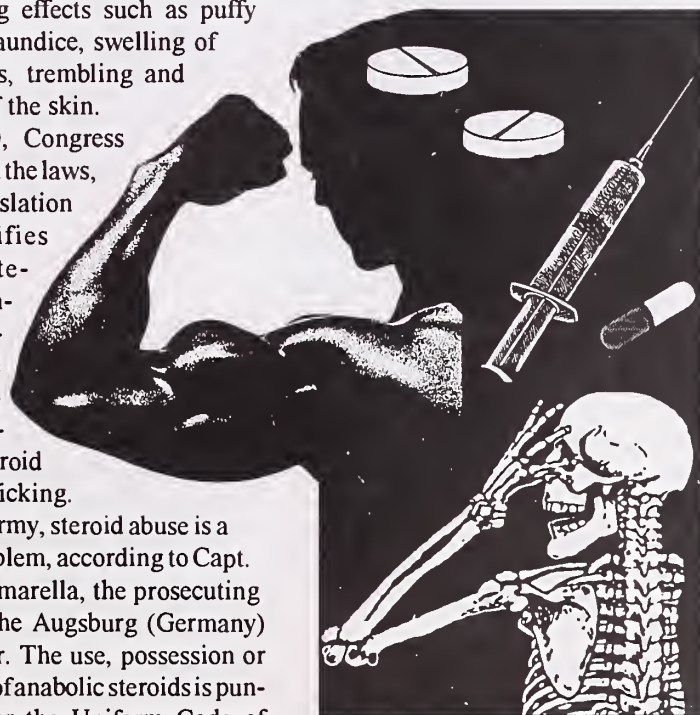
In 1990, Congress strengthened the laws, passing legislation that classifies anabolic steroids as a controlled substance. The new law increases penalties for steroid use and trafficking.

In the Army, steroid abuse is a growing problem, according to Capt. Judith L. Camarella, the prosecuting attorney at the Augsburg (Germany) Legal Center. The use, possession or distribution of anabolic steroids is punishable under the Uniform Code of

Military Justice. Anabolic steroids are listed under the same legal schedule as cocaine and heroine, according to Camarella.

While steroid usage is not considered physically addictive, it may be psychologically addictive, Hammond said. Steroid abusers may refer themselves to their Community Counseling Center. Those who refer themselves for counseling will not be punished under the Uniform Code of Military Justice if the person stops abusing steroids. ✽

Staff Sgt. Hunter is with the 66th MI Brigade, Augsburg, Germany. She is editor of "The Dagger."



INSCOM Soldier Wins Capt. Rochefort Award

Sgt. 1st Class Sydney A. Seiler, from the 524th Military Intelligence Battalion, 501st MI Brigade, Korea, has been selected as this year's recipient of the Capt. Rochefort Award. The annual award, named for Capt. Rochefort, U.S. Navy, whose ingenuity, energy and leadership singularly helped change the course of World War II in the Pacific, honors a service member for their achievements and contribution in the field of linguistics.

(INSCOM PAO)

MI Battalion (LI)'s Basketball Team Succeeds

The basketball team of the Military Intelligence (MI) Battalion Low Intensity (LI) entered the Naval Training Center's Commander's Cup competition and worked its way through an undefeated season. The season began with the Noncommissioned Officers' Association Fall Tipoff Tournament, a double elimination tournament divided into two leagues, Staff and Students, with the two top teams to meet in the championship. The MI Battalion (LI) team blew through the Staff portion of the tournament to meet the younger, stronger and larger Student Team. However, the MI Battalion (LI) team "wiped the floor" with the student sailors, taking the overall championship. The team then embarked upon the regular season and swept through every team the Navy put in its way.

Crushing the former two-time league champs, the team ended the

season with a 15-0 record, the championship and the season's most valuable player, Sgt. Burleigh Miller. Next up for the MI Battalion's team was the tournament that determined the Naval Training Center's representative in the South Eastern Regional Championships to be held in Charleston, S.C.

With enthusiasm and adrenaline running high, this motivated team claimed two more victories for the MI Battalion (LI), as they ventured forward to the championships in Charleston. While the overall victory in Charleston wasn't won by this team, each member did, in fact, come out victorious. Sometimes it isn't who wins the game that's so important — it's how you play the game.

The team was comprised of Spc. Brian Beckett; Sgt. James Bell; Staff Sgt. Michael Bennett; Spc. Anthony Chillers; Staff Sgt. Kenneth Clark; Sgt. Derick Cline-Smyth; Sgt. Steven Davis; Sgt. Mark Foster; Sgt. Burleigh Miller; Sgt. 1st Class Steven Milano; Sgt. 1st Class Steven Nichols; Sgt. Casper Wadlington; Sgt. William Watts; Spc. Christopher Weaver; and Sgt. Barry Williams; Staff Sgt. Donna Duncan (manager); and Sgt. Mike LeBron (coach).

(Sgt. Michael LeBron)

Dane Wins at All-Army Racquetball

Master Sgt. Frank G. Dane, Retention NCO for the 902nd Military Intelligence Group, Fort George G. Meade, Md., won first place in the All-Army Racquetball, Masters Division Singles Competition, held at Fort Devens, Mass. He then represented the Army at the Armed Forces Racquetball Championships, held at Offutt

Air Force Base, Omaha, Neb., taking third place in the Singles competition. In addition, Dane and his partner, Chief Warrant Officer Bruce E. Shafer, an Active Guard Reservist with Company A, 2nd Battalion, 142nd Aviation Regiment, Niagara Falls, N.Y., won first place in the Masters Doubles competition.

Their accomplishments helped the Army team to win the competition's team title. This marks only the second time in 14 years that the Army has won the team championship — a title usually claimed by the Air Force.

(INSCOM PAO)

Hill attains high GPA

Kathryn A. Hill, an intelligence operations intern with Headquarters, Office of the Deputy Chief of Staff for Operations, Human Intelligence/Counterintelligence, has achieved one of the highest — *perhaps the highest* — grade point averages ever, 98.42, for a civilian completing the military intelligence (MI) officer basic course. The six-month course, held at Fort Huachuca, Ariz., provides an overview of the MI disciplines, with an emphasis on tactical applications, and is highly recommended for the civilians enrolled in the intern program. Adding her voice to those of her fellow graduates, Hill "definitely recommends" the course to other MI interns.

(INSCOM PAO)

Information Security Remains Essential

For years we've known that Americans, especially government employees, are targets for foreign intelligence agencies. We routinely advise individuals to report contacts with strangers who appear too interested in our operations.

During the past decade, we have been reminded that the threat of espionage does not always come from strangers. Sometimes, it comes from the man or woman who works down the hall, in the next office, in our own office, and may even sometimes be a relative.

Most people take the information and responsibilities with which they are entrusted seriously and would never knowingly reveal sensitive conversations, plans, or other information that could be used against the United States. To do their jobs, they often must deal with people from other departments, other agencies, and sometimes other governments. After dealing with certain colleagues or doing a job a particular way for a period of time, people can fall into routines that make their jobs easier, but can also make them easy marks for professional espionage agents or terrorists.

People cannot go about the day suspecting co-workers or colleagues of working for foreign intelligence

agencies. They must assume that people with whom they work have a degree of professional integrity. However, incidents that have been brought to light in the past decade serve as a reminder that the following common sense rules about communication and operation security still apply:

- ☐ Restrict information to the people who have a need-to-know.
- ☐ Limit sensitive or classified discussions to people who are cleared for it, and to places designated for such conversations.
- ☐ Take proper precautions when handling classified or sensitive information.
- ☐ Remember that open telephone lines can be easily monitored.
- ☐ Watch what you put in the trash.

What may seem insignificant may be that piece of the puzzle a foreign agent needs to complete the whole picture.

☐ Agents generally ask for something small and unclassified at first. They usually do so after striking up an acquaintance and showing an interest in your unit, job, or personal life. Of course, common sense is the key here: not everyone who asks questions is an agent; some people are just friendly and curious.

☐ If you are approached or asked for information, report it to your local counterintelligence agent or security officer. ✎

Submitted by the Office of the Deputy Chief of Staff, Security, at INSCOM.



Headquarters Observes Safety Awareness Day

By John H. Kennedy

On May 12, the INSCOM Support Battalion (Provisional), Fort Belvoir, Va., sponsored a "Safety Awareness Day" for members of the Headquarters staff.

The day started with an awards ceremony. Mr. Walter L. Moore, Staff Sgt. Leonard M. Green, Sgt. David M. Brown and Spc. Richard L. Weiss were presented with Certificates of Achievement for 12 months of accident-free driving. Considering the Washington, D.C. traffic, this is indeed a significant accomplishment.

The Headquarters Staff was then treated to a variety of displays depicting safety topics applicable to the home

and workplace. These were set up in and near the Nolan Building, thanks to outstanding support provided by a number of activities. Among those participating from Fort Belvoir were the Installation Safety Office, the Sports Branch of the Community Recreation Division, the Fire Department, and both the Environmental and Preventive Medicine, and Community Health Services of DeWitt Army Community Hospital. Also participating was the Fairfax (Va.) County Police Department, which set up "The Convincer" in front of the Nolan Building. This device, designed to "convince" motorists of the benefits of using a seatbelt,

was very effective in demonstrating how a seatbelt works.

Although maintaining safety awareness is important every day of the year, INSCOM personnel were reminded of the additional safety concerns the summer months bring. With the season's warm weather, long weekends and outdoor recreation opportunities, safety should top everyone's list of summer activities. ✱

Mr. Kennedy is the INSCOM Support Battalion (Provisional) Safety Officer, Fort Belvoir, Va.



Capt. Wade B. McConnell, Chief, Fort Belvoir Environmental Health Office, shares information on Lyme disease at INSCOM's Safety Awareness Day. *(U.S. Army photo)*

Labor Department Lists Best Jobs For Next Decade

Looking for a new job or career field? No need to look too far. The Department of Labor publishes a list of occupations that will need people within the next decade.

Compiled every two years, the list also includes career fields with steadily decreasing jobs, said DoD transition officials.

For example, they said, the Department of Labor expects an increased need for paralegals, medical record technicians and computer programmers. However, the forecast indicates fewer positions for directory assistance operators, butchers and service station attendants.

Indicators show that medical career fields will be the fastest growing over the next 10 years. Most jobs on the list, medical or not, will require some advanced training or schooling.

Among the nonmedical jobs projected to have numerous openings are correction officers and guards, travel

agents, flight attendants, child care workers, legal secretaries, systems analysts and computer scientists.

Other positions expected to grow include accountants, management analysts, receptionists, marketing and advertising managers, human service workers, janitors and data processing equipment repairers. Teachers, teachers' aides, truck drivers, and cooks and other kitchen workers should also do well in the coming years.

Medical secretaries, registered nurses, licensed practical nurses, radiologists and home health aides are just a few jobs in the medical field predicted to expand by decade's end. Other projected job openings include psychologists, physical therapists, orderlies, nursing aides, surgical technologists and respiratory therapists.

On the downside, the study indicates that many of the fastest declining jobs are in industries affected by

changes in technology. These include machine tool cutting operators, hand grinders and polishers, electrical assemblers, garment sewing machine operators, and telephone and cable television line installers and repairers.

There will be fewer farm workers, typists, word processors, private household cleaners, child care workers, bookkeeping clerks, switchboard operators and bank tellers.

Don't take a job just because it's in a growing field, DoD transition officials stressed. The best job and career field for you depend on many things, including your priorities, lifestyle and work skills.

Find one that matches your wants and needs, added transition officials, or you may find yourself miserable and the job stressful. ☘

— Armed Forces Information Service



Total Army Newslines...

News of interest to members of the Total Army ... Active, Reserve, Guard and DA Civilians

Compiled by Maj. Donna L. Walthall

FY 94 Junior Officer Career Cryptologic Program Board

The Military Intelligence Branch Junior Officer Career Cryptologic Program (JOCCP) Board will meet on or about Oct. 29, 1993.

JOCCP is a work/study program that develops junior officers' skills for cryptologic assignments. Selectees will move on a permanent change of station (PCS) to the National Security Agency (NSA), Fort Meade, Md., for a three-year program consisting of six-month operational tours in up to six agency work centers. JOCCP participants must also complete at least 1000 hours of formal instruction at the National Cryptologic School. Officers receive the additional skill identifier 3W upon completion. Follow-on assignments are normally to signal intelligence positions, depending on the officer's professional development requirements.

To compete, officers must have less than 12 years' active federal commissioned service; be an advanced course graduate; have demonstrated outstanding performance; have tactical MI experience; be available to PCS between May and Sept. 1994 by meeting stability requirements of 5/6 tour completion for overseas tours or at least 24 months on station for continental U.S. tours. Officers without company or detachment command are seriously disadvantaged for selection to major and Command and General

Staff College, and therefore unlikely to be highly competitive for JOCCP.

Applicants must submit an informal letter of application, forwarded through and endorsed by their chain of command, to arrive at the MI Branch not later than Oct. 19, 1993. The board will not accept late applications.

The letter should indicate officer meets all eligibility criteria, and include a brief summary of the applicant's military background and statement of career objectives in the signal intelligence/electronic warfare field. Two letters of recommendation are permitted but not required.

Address letters to:

**Commander, PERSCOM
ATTN: TAPC-OPF-M (JOCCP)
200 Stovall St.
Alexandria, Va. 22332-0415**

Applicants will receive a letter of selection or non-selection once NSA has made its final choices.

MI Branch point of contact is Capt. Zicarello or Capt. Taylor, DSN 221-0145. Contact your personnel officer for additional information. (PERSCOM)

Catalog Offers Variety of Military History Volumes

A catalog of official military history books published by the U.S. government is now available from the Government Printing Office.

The books cover everything from the Continental Army to Civil War

battles, Vietnam and the Iran-Iraq War.

Some books deal with contributions of specific services. For example, there are volumes on the Air Force and the Marine Corps in Vietnam, as well as the Navy during the War of 1812.

Also available are general histories. These include the Women's Army Corps, an eight-volume dictionary of U.S. Navy ships, pictorials of World War II and Vietnam and a poster of U.S.-allied deployment in Operation Desert Storm. Foreign military subjects include the 1967 Arab-Israeli War and the Soviet Union during World War II.

The books are available by mail from 23 government bookstores throughout the United States. Cities with stores include Washington, Atlanta, Denver, Houston, Chicago and Los Angeles. For store locations, check the telephone directory.

For a catalog, send a postcard with your name and address to:

**Superintendent of Documents
Military History Catalog
Mail Stop: SM**

Washington, D.C. 20401 (AFIS)

Military Qualification Standards III

The Army's system to develop officers as leaders is called military qualification standards (MQS). MQS III, the manual for majors and lieutenant colonels, will be fielded in July 1993 based



on the information reflected on unit DA Form 12 series publication accounts.

Commanders must ensure that all majors and lieutenant colonels receive a copy of the MQS III Leader Development Manual.

Officers should contact their unit, organization, or installation publication control officers to obtain their copy. (USACAC)

United States Army Russian Institute — Transfer and Reassignment

Operational control of the United States Army Russian Institute, located in Garmisch, Germany, was transferred from Headquarters, USAINSCOM, to Headquarters, United States European Command (USEUCOM), effective May 28, 1993.

Additionally, the Institute will be reassigned to USEUCOM on Oct. 1, 1993. (INSCOM DCSPER)

United States Army Central Security Facility — Reassigned

On May 27, 1993, the United States Army Central Security Facility, Fort George G. Meade, Md., was reassigned from Headquarters, U.S. Army Intelligence and Security Command, to the 902nd MI Group. (INSCOM DCSPER)

Advanced Civil Schooling Selection Board, FY94

The MI Branch Advanced Civil Schooling (ACS) Selection Board will meet on Oct. 15, 1993. Applications are due to MI Branch not later than Oct. 4.

Application requirements are outlined in Army Regulation (AR) 621-1. On Department of the Army (DA) Form 1618-R, applicants must list three disciplines they wish to pursue and three separate institutions, with at least one granting in-state tuition. Applications must include official transcripts and GRE scores that will be less than five years old as of March 1994.

To be eligible to compete for ACS, officers must have less than 12 years active federal commissioned service; demonstrated outstanding professional and academic performance; be an advance course graduate; have tactical MI experience; be available to make a permanent change of station (PCS) between June and Sept. 1994 by meeting PCS stability requirements of 5/6 tour completion for overseas tours or at least 24 months on station for continental U.S. tours. Officers without company or detachment command are seriously disadvantaged for selection to major and Command and General Staff College, and therefore unlikely to be highly competitive for ACS.

MI Branch usually receives four to six quotas per fiscal year in the following disciplines: electronic warfare systems

technology, artificial intelligence, computer science, computer software engineering, electrical engineering, and space systems operations. Social science/area studies quotas are not expected for FY94. Service obligation incurred is three times the length of the schooling.

Address applications to:

Commander, PERSCOM
ATTN: TAPC-OPF-M (ACS)
200 Stovall St.

Alexandria, Va. 22332-0415

Applicants will receive a letter of selection or non-selection by mid-December.

MI Branch point of contact is Capt. Ziccarello or Capt. Taylor, DSN 221-0145, or contact your personnel officer for additional information. (PERSCOM)

INSCOM History Books Available

Copies of two INSCOM publications: *Military Intelligence: A Picture History (Second Edition)*, and *U.S. Army Signals Intelligence in World War II: A Documentary History* are available free while supplies last, by writing to:

Commander
USAINSCOM
ATTN: IAPAO
Fort Belvoir, Va. 22060-5370
(INSCOM PAO)



CLASSIC WWII HUMOR RETURNS

WILLIE & JOE *Bill Mauldin*



"Who is it?"

Bill Mauldin achieved international fame as the youngest person ever to win a Pulitzer Prize with his famous World War II editorial cartoons. Though Willie and Joe were soldiers, servicemembers of all branches could see themselves in their cartoons. Now 50 years after Mauldin brought Willie and Joe to the pages of the *Stars and Stripes* newspaper, they speak again to a new generation. (Copyright 1946 by Bill Mauldin, used with permission.)

WWII CHRONOLOGY, JULY 1943

2 (S) 43d Division is ordered to proceed with next task in central Solomons — capture of Munda airfield — and begins movement of assault force from Rendova to New Georgia.

12 (CBI) Generalissimo Chiang Kai-shek consents to TRIDENT recommendations concerning limited offensive, now called SAUCY, to reopen land route from Burma to China.

14 (Sicily) Messina, a primary target for Allied bombers, is particularly hard hit. Two hundred and twelve heavy and medium bombers drop 800 tons of bombs.

16 (Italy) Prime Minister Churchill and President Roosevelt make joint

appeal to Italian people to "decide whether Italians should die for Mussolini and Hitler — or live for Italy and for civilization."

19 (A) Adm. Kinkaid approves plans for invasion of Kiska.

(Italy) Rome undergoes damaging air attack. More than 500 bombers of USAAF attack military objectives — Lorenzo and Littoria marshaling yards and Ciampino airfields — with about 1,000 tons of bombs.

25 (NG) XIV Corps opens final offensive for Munda airfield.

(Italy) King Victor Emmanuel proclaims fall of Mussolini, whose offices are taken over by Marshal

Pietro Badoglio; takes command of Italian Army.

26 (U.S.) CCS request Gen. Eisenhower plan at once for AVALANCHE, invasion of Italy at Salerno, in order to gain Naples and nearby airfields.

Event Locations:

- (A) Aleutian Islands
- (CBI) China-Burma-India
- (Italy) Italy
- (NG) New Guinea
- (S) Solomon Islands
- (Sicily) Sicily
- (U.S.) United States

Source: United States Army in World War II, Special Studies, Chronology 1941-1945, Office of the Chief of Military History, Department of the Army, Washington, D.C., 1989.

Calendar of Events

July 1993

National Hot Dog Month
National Ice Cream Month
National Recreation and Parks Month

- 4 Independence Day
- 5 Federal Holiday (Independence Day)
- 16 U.S. Army Field Support Center, Fort Meade, Md.
Change of Command
- 18 National Ice Cream Day
- 19 - 23 Worldwide NCOES Conference, Fort Bliss, Texas
- 25 - 31 Transportation Corps Regimental Week

August 1993

National Eye Exam Month
National Water Quality Month
National Catfish Month
National Romance Awareness Month

- 2-11 National Boy Scout Jamboree, Fort A.P. Hill, Va.
- 4-9 National Public Service Recognition Week
- 5 U.S. Army Security Coordination Detachment,
Change of Command
- 12 U.S. Army Intelligence and Security Command,
Fort Belvoir, Va., Change of Command
- 20 INSCOM Day
- 23-25 Connelly Award, Maui, Hawaii
- 26 Women's Equality Day

1993

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COMMANDER
USA INSCOM
ATTN: IAPAO
FORT BELVOIR, VA 22060-5370



The Declaration of Independence

On July 4, 1776, the Declaration of Independence was adopted.
This document, enshrined at the National Archives in Washington, D.C.,
is a constant reminder of our struggle for independence.

C R E A T O R A D F H J S E I N O L O C D E T I N U B
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Words may be read straight across, backward, up, down or diagonally.

DECLARATION
TRUTHS
CREATOR
PURSUIT
LEVY WAR
DIVINE
OUR FORTUNES
PARCHMENT
BENJAMIN FRANKLIN
CONGRESS

INDEPENDENCE
SELF-EVIDENT
UNALIENABLE
HAPPINESS
PEACE
PROVIDENCE
NATIONAL ARCHIVES
JOHN HANCOCK
DEMOCRACY
JULY

HUMAN EVENTS
EQUAL
LIFE
RIGHTS
CONTRACT ALLIANCES
PLEDGE
PHILADELPHIA
THOMAS JEFFERSON
SACRED HONOR
SIGNED

SEPARATION
ENDOWED
LIBERTY
UNITED COLONIES
COMMERCE
OUR LIVES
RESOLVED
JOHN ADAMS
ADOPTED
BEHALF

Compiled by Maj. Donna L. Walthall, INSCOM PAO